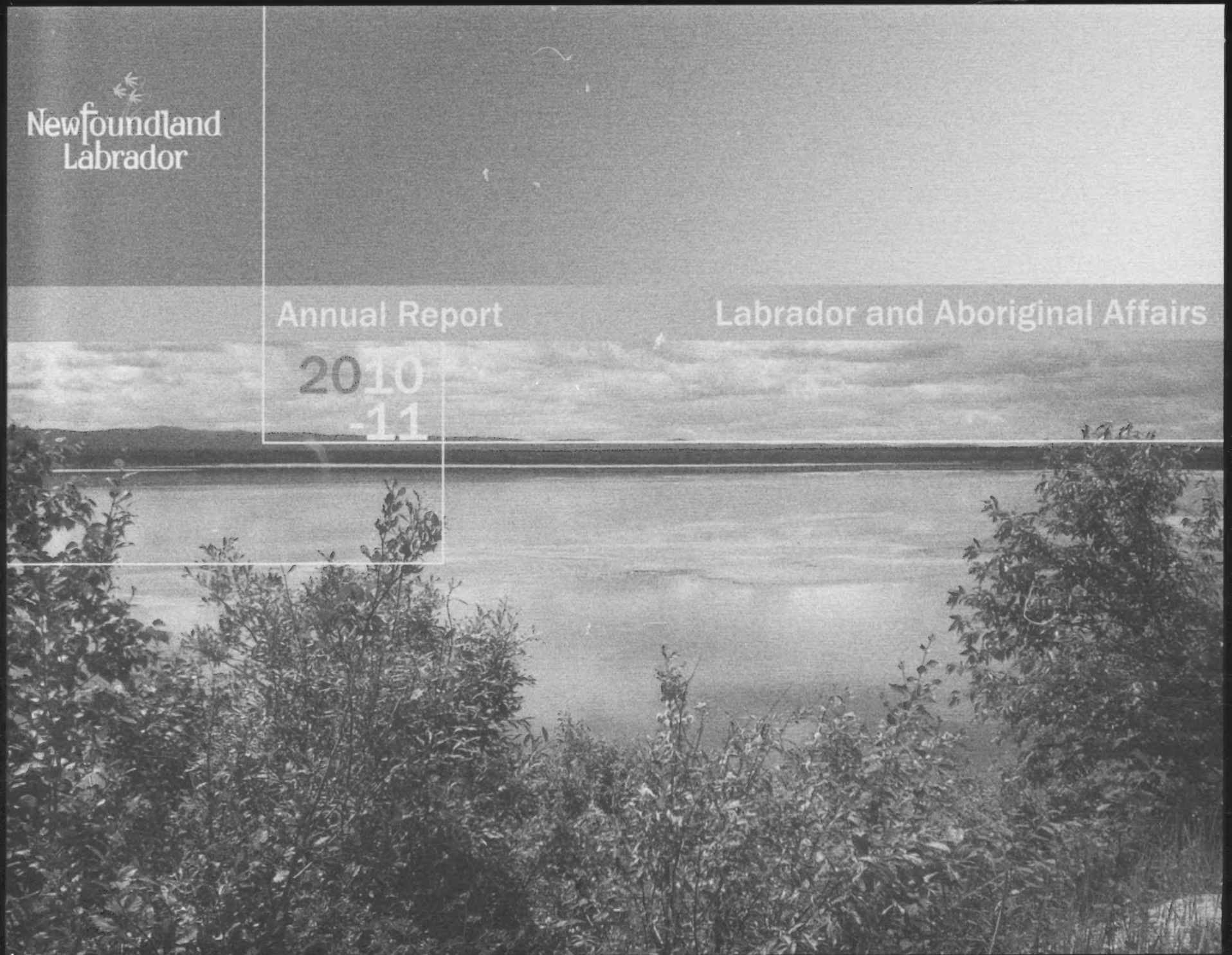
Newfoundland
Labrador
Annual Report
Labrador and Aboriginal Affairs
2010
-11

Front and back cover photos:
Churchill River at Happy Valley-Goose Bay

Minister's Message

In accordance with government's commitment to transparency and accountability, I hereby submit the 2010-11 Annual Report for the Department of Labrador and Aboriginal Affairs (DLAA) This report addresses the department's activities and outcomes from April 1, 2010 to March 31, 2011. This department was part of government's October 2011 restructuring and the services provided remain under my mandates as Minister for Intergovernmental and Aboriginal Affairs and Minister responsible for Labrador Affairs. My signature below is indicative of my accountability for the actual results reported. In the near future, both entities noted above will prepare and table in the House of Assembly a formalized plan for the 2011-14 period to appropriately reflect the recent realignment of services.

Hard work, dedication and teamwork within the Department of Labrador and Aboriginal Affairs have enabled the Government of Newfoundland and Labrador to meet many important goals over the fiscal years. Some highlights include:

- Facilitated first-ever historic joint meeting with Provincial Cabinet and Nunatsiavut Government Executive Council on October 28, 2010;
- The release of the *Northern Strategic Plan* for Labrador mid-term report in March 2010, and;
- The New Dawn Agreement (Tshash Petapen Agreement) of September 2008 with the Innu Nation represented a major milestone for Newfoundland and Labrador in the development of the Lower Churchill and towards resolution of the Innu land claim.

I would like to take this opportunity to acknowledge the contributions of my predecessors, Patty Pottle and John Hickey, who served as Ministers of Aboriginal Affairs and Labrador Affairs, respectively, during the reporting period. Moving forward, I will continue to meet challenges and foster opportunities, both for Labradorians and for Aboriginal people throughout the province.

Nick McGrath, M.H.A. Labrador West
Minister for Intergovernmental and Aboriginal Affairs and
Minister responsible for Labrador Affairs

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Introduction

In fulfilling its commitment to being accountable to the citizens of Newfoundland and Labrador, the Provincial Government introduced the *Transparency and Accountability Act* (the *Act*). The *Act* provides the legislative framework for strengthening accountability of Provincial Government entities through multi-year performance-based plans and annual performance reports that are presented in the House of Assembly. The Department of Labrador and Aboriginal Affairs ("the Department") was considered a Category 2 Public Entity within the context of the *Act*. In accordance with the *Act*, the Department's Business Plan outlined the priorities for the 2008-09 to 2010-11 fiscal years. The Department tabled its 2011-2014 Business Plan on June 30, 2011.

This Annual Report identifies the Department's progress during the 2010-11 fiscal year in achieving the objectives set out in the 2008-11 Business Plan. This Report also includes performance reporting on goals from the 2008-2011 Business Plan and performance reporting on measures from the past five years.

Departmental Overview

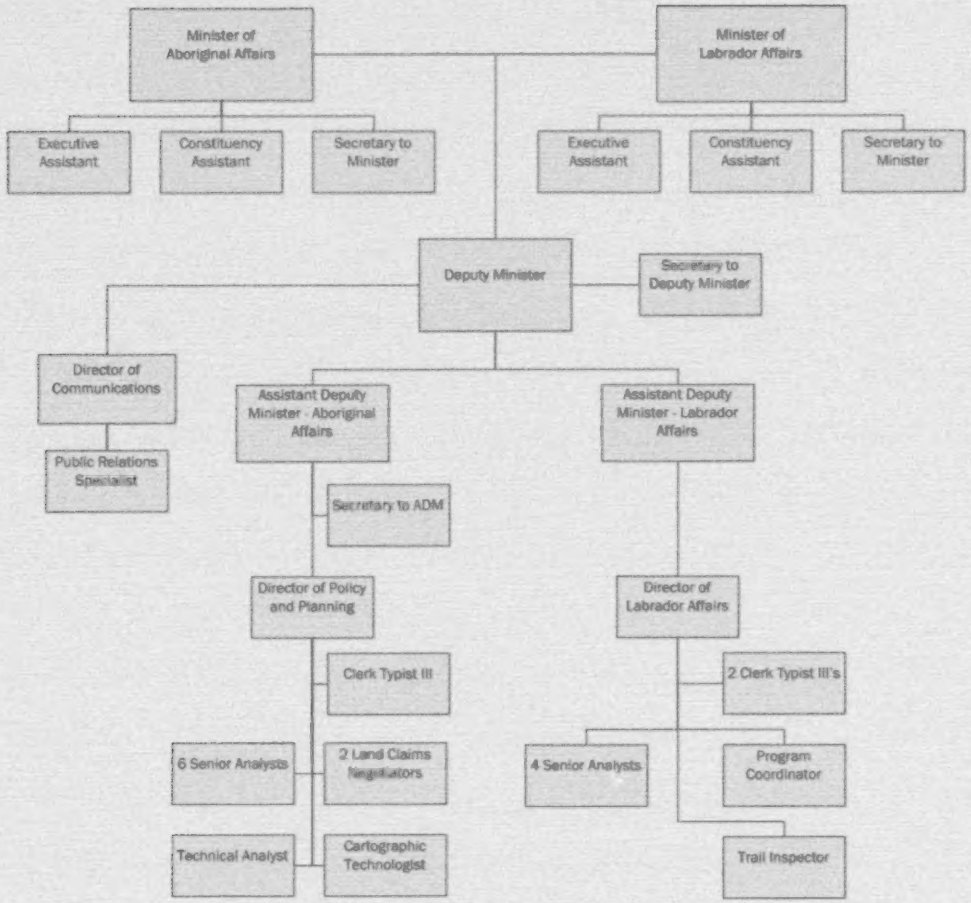
Organizational Structure and Location

The Department had two branches – Labrador Affairs and Aboriginal Affairs. Labrador Affairs focused on economic and social development initiatives that impact the whole of Labrador while Aboriginal Affairs focused on the negotiations and implementation of Aboriginal land claims and self-government agreements and on policy and planning related to Aboriginal issues.

Each branch of the Department had its own Minister: Labrador Affairs in Happy Valley-Goose Bay and Aboriginal Affairs in St John's. As of March 31, 2011, the Department consisted of 31 employees (12 male and 19 female) with 15 based in St John's and 16 based in Happy Valley-Goose Bay. See the next page for the organizational flow chart.

The Department led Aboriginal land claims and self-government negotiations for the Provincial Government, administered designated Labrador-specific programming, and provided analysis and policy advice to other departments on Aboriginal matters and key issues impacting Labrador residents.

Labrador and Aboriginal Affairs organizational flow chart



Financial Statistics

The Department had a gross annual expenditure of $4,622,998 for the year ending March 31, 2011. For further financial details please refer to the Financial Statement at the end of this Annual Report. Revenue allocated to the Department was through Budgetary Allocation.

Mandate

The mandate of the Department, building on that outlined in the Departmental Notice under the *Executive Council Act*, was to:

a) negotiate and ensure the effective implementation of land claims, self-government and other agreements related to:
   i. the development of Labrador and
   ii. Aboriginal organizations / governments;

b) co-ordinate and develop policies and programs relating to:
   i. Aboriginal issues in the province and
   ii. significant issues of government interest in Labrador;

c) advance social and economic development in Labrador and the social and economic well-being of Aboriginal people in the province;
d) manage intergovernmental relations respecting Labrador and Aboriginal issues;
e) monitor and evaluate government programs and services in Labrador;
f) provide public information and education in matters related to land claims; and,
g) administer Labrador specific programs as delegated by the Provincial Government.

Lines of Business

The Department undertook its mandate through the following lines of business:

- ***Policy and Planning***

The Department was responsible for the development, implementation and administration of provincial policies and associated agreements respecting Labrador and Aboriginal issues.

The Department, in collaboration with other provincial public entities, negotiates and/or implements agreements with Federal Government and/or Aboriginal organizations / governments; liaised with other jurisdictions and national Aboriginal organizations; and managed intergovernmental relations with respect to Aboriginal and Labrador issues. In doing so, the Department aimed to ensure that provincial policies, programs and services consider the cultural concerns of the Aboriginal organizations/governments in the province, mainly via the provision of advice to provincial departments and agencies and participation in provincial horizontal initiatives. It also participated in inter-jurisdictional working groups and committees, including with National Aboriginal Organizations, to advance Aboriginal interests, and advocated for the Federal Government to discharge its Constitutional responsibility to all Aboriginal people in the province, in particular by providing all Aboriginal people access to the full suite of federal programs and services for people of Aboriginal descent. The Department strived to develop a focused approach to government's service delivery in Labrador and demonstrate government's commitment to support Labrador issues through programs and policies.

- ***Land Claims, Self-Government and Other Agreements***

The Department represented the province in tripartite negotiations among the Provincial Government, Canada and Aboriginal organizations/governments towards land claims, self-government, devolution and other agreements. The Department was responsible for ensuring the implementation and management of these agreements, and provided leadership and advice with respect to any duty to consult Aboriginal organizations that may be owed by the Provincial Government.

- ***Program Administration and Coordination***

The Department was responsible for the administration of a number of grants and subsidies such as:

- Air Foodlift Subsidy;
- Labrador Transportation Grooming Subsidy;
- Suicide and Detrimental Lifestyles Prevention Grants;
- YC Grant (Youth Conference); and,
- Combined Councils of Labrador funding.

The Department assisted and co-ordinated other interdepartmental and regional initiatives. The Department liaised with other northern ministries and assists in the management of intergovernmental relations on Labrador/northern issues.

Shared Commitments

Shared commitments represent those goals and objectives that could not be met without the participation and actions of partners. In much of the Department's work, collaboration is integral to achievement of the objectives identified in the Business Plan. On a daily basis, the Department played a lead role in co-ordinating among provincial departments and agencies, the federal government and other associated groups on issues pertaining to Labrador and the Aboriginal people of the province.

The federal government has constitutional jurisdiction over and a fiduciary responsibility for Aboriginal people, and offers a variety of funding programs for people of Aboriginal descent. The programs and services provided by the Provincial Government to Aboriginal people are typically delivered by other departments or entities.

With the exception of the Department's specific programs, the same is true for provincial programs, services and jurisdictions in which Labradorians have an interest. Virtually all the Department's activities, included those for which it is the designated lead such as land claims negotiations and implementation, and monitoring and implementation of the *Northern Strategic Plan*, involve close collaboration with one or more provincial public entities. Many also involve Aboriginal groups/governments and the federal government. These collaborative efforts supported the Department's strategic direction to advance the well-being of Aboriginal communities. The Department worked closely with other Provincial Government departments and agencies to promote positive communications with Labrador partners. Examples are referenced further in this section as per the strategic directions outlined in the Business Plan.

Also, by working closely with other provincial departments and agencies, the Department contributed to fulfilling the strategic direction to ensure the perspective of Aboriginal people was reflected in provincial social policy and programming by participating in horizontal initiatives such as the *Poverty Reduction Strategy* and the *Violence Prevention Initiative*. The Department also worked with other departments that lead major economic developments in Labrador to ensure that Aboriginal land claims and treaty rights were respected. This supported the departmental strategic direction to ensure authorized developments in areas in which Aboriginal rights have been asserted or land claim treaty rights have been established appropriately reflect Aboriginal interests.

In light of these realities, the Department played a role more akin to a central agency, as a co-ordinating and advisory body rather than a delivery agent. Some of our shared commitments, on which the Department was the lead, include:

Northern Strategic Plan

The *Northern Strategic Plan* for Labrador was launched on April 20, 2007, in Happy Valley-Goose Bay. Upon its release, the *Northern Strategic Plan* included 145 Provincial Government commitments focusing on eight underlying themes including: Transportation; Natural Resources and Environment; Tourism and Cultural Development; Education and Employment; Health; Access to Programming and Services; Aboriginal Partnerships; and Working Together. The Department, through collaboration with provincial departments and agencies and Labrador stakeholders moved forward on Labrador's economic and social development incentives.

The Department was responsible for ensuring that the *Northern Strategic Plan* is implemented in an effective and timely manner. This is done in collaboration with line departments and agencies to monitor the progress of each individual commitment that supports the goals and objectives of the *Northern Strategic Plan*. Outcomes of the plan strongly support the Department's strategic direction to enhance social and economic development in Labrador.

Some of our shared intergovernmental commitments include:

Environmental Management and Planning Consultative Committee

The role of the Environmental Management and Planning Consultative Committee (EMPCC) is to identify potential environmental effects as a result of construction of Phase III of the Trans Labrador Highway (TLH III), discuss existing applicable resource management and planning processes, and recommend additional measures which may be required to address environmental issues. Committee representation includes appropriate provincial regulatory and resource management entities, the Innu Nation and relevant departments and agencies of the Federal Government.

The EMPCC is chaired by the Department, which also co-ordinates and facilitates committee meeting activity. Issues and recommendations regarding environmental impacts during construction and operation of the TLH III are identified and relevant departments/agencies are informed. Public Awareness and Enforcement sub-committees were formed by the EMPCC to include expertise of pertinent departments to bring forward areas of concern and possible solutions to issues and recommendations.

Northern Development Ministers Forum

The Northern Development Ministers' Forum (NDMF) was established in 2001 to advance the diverse and common interests of Northerners in Canada while raising awareness among decision-makers and the public about the accomplishments, contributions and potential of the North.

NDMF member jurisdictions include northern representatives from the governments of British Columbia, Alberta, Saskatchewan, Manitoba, Ontario, Québec, Newfoundland and Labrador, Yukon, the Northwest Territories, Nunavut and Canada.

The 2010 Forum was held in Thunder Bay, Ontario. Minister Pottle and Minister Hickey represented the Province in Thunder Bay.

Led by the Department, a report on Northern Infrastructure was developed and presented at the 2010 Forum. The Department also served on the NDMF Senior Officials Working Group.

The 2012 Forum is being hosted by the Provincial Government in Happy Valley – Goose Bay. In the fall 2010, the Department assumed coordination and planning responsibilities for the upcoming 2012 Forum.

Aboriginal Affairs Working Group (AAWG)

In August 2009, at the meeting of all Premiers and the Leaders of the five National Aboriginal Organizations (NAOs) in Regina, Premiers provided direction to their respective Ministers of Aboriginal Affairs to work with the five NAOs and the Federal Government (if possible) to examine how government and NAOs can work more effectively together to improve outcomes for First Nation, Inuit and Métis peoples. Provincial and Territorial (PT) Ministers and NAO Leaders established the AAWG and held their first meeting in Toronto in October 2009. In 2010-11, the Department continued to participate in the work of the AAWG, which includes work to develop and identify actions /strategies to improve the quality of life for Aboriginal people in Canada. This included work on tangible, concrete and results-oriented action in the priority areas of education (including skills training/lifelong learning, economic development, and health and well-being). The issue of violence against Aboriginal women and girls, including the over 580 missing and murdered Aboriginal women in Canada, was seen as a priority within the identified area of health and well-being. The Department provided support to the Honourable Dave Denine, who represented the Premier at the meeting of Premiers and NAO Leaders in Churchill, MB on August 4, 2010.

Some of our shared commitments, on which the Department participated, include the following. Others are listed elsewhere in this Annual Report.

Lower Churchill Development

The Department was involved with the Lower Churchill Development project. The Department provided advice to Government on Labrador and Aboriginal issues respecting the development, including on the *Lower Churchill Construction Projects Benefits Strategy*, and on Aboriginal consultation on both the Generation Project and the Labrador-Island Transmission Link.

The Department led the negotiations with the Innu Nation and the Government of Canada on settling the Innu land claim, which will define Innu treaty rights in Labrador including lands on which the development would be constructed and operated.

The Department provided logistical support for the November 18, 2010 announcement in Happy Valley-Goose Bay of the Term Sheet between Emera and Nalcor regarding the Muskrat Falls phase of the development.

Created in 2009, the Labrador Aboriginal Training Partnership Inc. (LATP) is mandated to develop and oversee a comprehensive *training to employment* plan to prepare Labrador Innu, Inuit and members of the NunatuKavut Community Council for employment opportunities resulting from resource development in Labrador. The $30 million initiative is co-funded by the Provincial Government and the Federal Government, in partnership with the Nunatsiavut Government (NG), Innu Nation, NunatuKavut Community Council and Nalcor Energy.

The Department was a non-voting member on the LATP Board. The Board is comprised of the following voting members: the NG, Innu Nation, NunatuKavut Community Council and Nalcor Energy. Federal Government and Provincial Government departments' representatives are non-voting board members.

The Lower Churchill Construction Projects Benefits Strategy outlines the kinds of activities and

procedures which will be followed by Nalcor Energy, its contractors and sub-contractors regarding employment and business benefits. First consideration for jobs in Labrador will go to the Labrador Innu as outlined in the New Dawn Agreement, then to Labrador residents, and then to residents of the province generally. The Benefits Strategy includes provisions for Gender Equity and Diversity programs. Local contractors, service providers, consultants and suppliers will be made aware of any opportunities associated with the Lower Churchill development, and these groups will have full and fair access to participate on a competitive basis for opportunities provided by the Benefits Strategy.

On March 7, 2011, the Department provided a presentation on the economic benefits of the proposed project to the Lower Churchill Generation Project Joint Review Panel Hearings. The Department highlighted economic benefits to Labrador; specifically the project will generate 8,600 person-years of direct employment in Newfoundland and Labrador, with 5,400 of these person-years occurring in Labrador. When considering indirect and induced employment, more than 7,500 person-years of employment in total will take place in Labrador. To highlight the significance of the economic benefit to Labrador an average of 1,150 people will be employed per year throughout the development of Muskrat Falls with more than 75 per cent of the direct labour for the Muskrat Falls Generation Facility to be undertaken in Labrador.

The *Northern Strategic Plan* has assisted in advancing the social and economic prosperity of Labrador. The Department expects that the development of the Lower Churchill will only enhance the core development of the plan, as well as the social and economic growth of Labrador.

5 Wing Goose Bay

In cooperation with other departments and the Town of Happy Valley-Goose Bay, the Department supported efforts to sustain and diversify operations at 5 Wing Goose Bay.

The Department was a member of the Goose Bay Airport Development Committee, which is comprised of stakeholders interested in the sustainability of future aerospace developments, and other potential opportunities at 5 Wing Goose Bay.

The Department also represented the Provincial Government as an ex-officio member on the Board for the Institute for Environmental Monitoring and Research. The Institute conducts and provides insightful, comprehensive, scientific research in Labrador and northeastern Quebec ecosystems affected by the low-level flying program. The Institute offers scientifically supported recommendations to the federal ministers of Environment and National Defence on policy issues relating to the impacts of low-level flying.

Mealy Mountains and Torngat Mountains National Park Committees

The Department sat on the Torngat Mountains Cooperative Management Board in an ex-officio capacity. This Board assists Parks Canada in an advisory capacity regarding the management of the Torngat Mountains National Park, including the development of policy for visitor use of the park.

On February 5, 2010, Canada and the Government of Newfoundland and Labrador announced the commitment to create a new national park reserve in the Mealy Mountain area of Labrador. The boundary for the national park reserve has been established. The responsible provincial and federal ministers accepted the consensus recommendations of the Steering Committee for the National Park Feasibility Study, and signed a memorandum of understanding outlining the next steps the two governments will take to establish the national park reserve, including the negotiation of a federal-provincial land transfer

agreement. The Department continued to participate on the related intergovernmental advisory committee for the negotiation of a federal-provincial land transfer agreement.

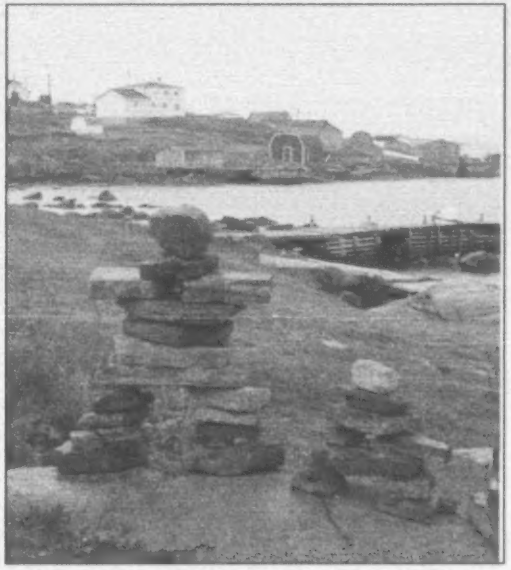
Eagle River Waterway Provincial Park

In conjunction with the Mealy Mountain National Park announcement, the Provincial Government also announced its intent to establish a waterway provincial park to protect the Eagle River which is adjacent to the proposed national park reserve. A conceptual boundary for an adjacent waterway provincial park was identified which will include almost the entire length of the Eagle River from the headwaters to the sea. The Department was involved in the planning for the establishment of this park.

Violence Prevention Initiative

The Minister of Aboriginal Affairs served on the Ministerial Committee for the *Violence Prevention Initiative* (VPI), and the Deputy Minister served on the Deputy Ministers Committee. The provincial 'Violence Prevention Initiative Stakeholders' Conference was held February 15-16, 2011 in St. John's, at which the Department was represented.

The Provincial Government, through the Department, participates on the Violence Prevention Labrador Board, in support of the VPI. Violence Prevention Labrador is a pan-Labrador organization whose coalition includes volunteers from like-minded organizations and community partners from all over Labrador. Violence Prevention Labrador supports and strengthens the principal of unity in diversity as a guide to provide positive leadership to end violence and promote community capacity building in Labrador communities.



Inukshuk, Red Bay

Some of the accomplishments of Violence Prevention Labrador from the 2010-2011 fiscal year include:

- The Violence Awareness and Action Training (VAAT) is a free, certificate training program offered to local communities to assist participants in the examination of attitudes, values, and beliefs that support violence in our society. The VAAT is coordinated in Labrador by Violence Prevention Labrador and provincially by the Newfoundland and Labrador *Violence Prevention Initiative*. In 2010, over 50 participated in the VAAT and 7 VAAT facilitators were trained in Labrador.
- During summer 2010, Violence Prevention Labrador and local partners in the Labrador Straits hosted a number of different activities for youth and seniors as part of a Summer Respect Campaign. Respect Differences was a program carried out with children ages 5 – 12 at kid's camps throughout the region, a seniors event was hosted at the Heritage Center at Point Amour Lighthouse entitled "Celebrating Age", a youth event was hosted in conjunction with the Labrador Straits Bake-apple Folk Festival and the summer ended with a presentation to homecare workers about elder abuse and respecting elders.

- Provided outreach funds to community based organizations and events including the Pride Day Celebrations (SAFE Alliance), World Elder Abuse Day Lunch and Learn (Charlottetown Peer Advocates), World Elder Abuse Awareness Day (Labrador West Status of Women's Council) and Especially for Girls program (Charlottetown Anti Violence Committee).

Youth Retention and Attraction Strategy

The *Youth Retention and Attraction Strategy for Newfoundland and Labrador* was developed in collaboration with youth with the intent of countering the impacts of out-migration, strengthening the labour market and supporting the economic development of the Province. Led by the Department of Human Resources, Labour and Employment, the development of the Strategy was facilitated by an interdepartmental working group. The Department participated in this working group in an effort to provide Labrador and Aboriginal lenses on provincial labour market development and other youth issues.

Office of Immigration and Multiculturalism

The Office of Immigration and Multiculturalism leads the Immigration and Multiculturalism Working Group in support of Provincial Government's *Diversity – Opportunity and Growth: an Immigration Strategy for Newfoundland and Labrador* and *Multiculturalism Policy*. The Department participated on this Working Group and meets regularly on immigration and multiculturalism issues related to Labrador.

Business Continuity Plan

In an effort to minimize the impacts of disasters and emergencies on the delivery of services by government, the Government of Newfoundland and Labrador has embarked on a process to develop a modern and robust all-hazards approach to emergency management for the Province. Fire and Emergency Services NL leads the development of this system which will help prepare for, mitigate impacts of, respond to and recover from disruptions, emergencies and disasters. All Provincial Government departments and related agencies have prepared a departmental Business Continuity Plan which will be integrated into an overall Provincial Business Continuity Plan for the Government of Newfoundland and Labrador. The Department prepared a Business Continuity Plan (BCP) according to specified guidelines. The BCP is continually monitored and updated.

Food Security Inter-Departmental Working Group

Food Security Interdepartmental Working Group is led by the Departments of Health and Community Services and Natural Resources. The Department was a member of the working group. The focus of the working group is to find ways for departments to collaborate to support work in the area of food security within the province. The work strives towards a goal where all residents of Newfoundland and Labrador will have reasonable access to an adequate, nutritious and safe food supply and a supportive network of food and nutrition services.

Poverty Reduction Strategy

$134 million was announced in Budget 2010 in support of the *Poverty Reduction Strategy* (PRS). The Minister of Labrador Affairs and the Minister of Aboriginal Affairs served on the Ministerial Committee and the Department was represented on the Deputy Ministers Committee and the Officials Committee.

There has been a focus on ensuring that people of Aboriginal descent and people residing in remote Aboriginal communities are aware of provincial programs and services for which they may be eligible. Aboriginal people in the province are eligible for all provincial programs and services of general application; as such Aboriginal people in the

Province may avail of PRS initiatives. Examples of initiatives that have been particularly beneficial to Aboriginal people have been identified in the *Poverty Reduction Strategy's* mid-term report.

Discussions with Aboriginal communities on provincial initiatives, including the PRS, are taking place through the Senior Officials Working Group on the National Aboriginal Women's Summit Recommendations. This working group involved the Department and the Women's Policy Office (WPO), as well as representatives from Provincial Aboriginal organizations/governments. The feedback from these discussions will help the Provincial Government address concerns about existing initiatives and consider development of new ones to improve the quality of life of Aboriginal people in the Province.

The Department worked with the WPO to advance two initiatives for Aboriginal women under the PRS in Budget 2010; these initiatives were pursued by the Department and the WPO in 2010-11:

1) $125,000 to help Aboriginal women in Labrador develop and deliver a series of capacity-building workshops in the five Inuit communities on the North Coast. These workshops will empower Aboriginal women to access programs and services that will result in real differences in their lives and allow them to share in available social and economic benefits.

2) $100,000 in operational funding for the Newfoundland Aboriginal Women's Network to address issues in their communities such as poverty and violence, in ways that are culturally-sensitive.

Healthy Aging Strategy

The *Healthy Aging Policy Framework* outlines the key issues and Strategic Directions which will prepare our Province to respond to the needs of seniors now and in the future. The *Provincial Healthy Aging Policy Framework and Implementation Plan* is a priority for the Provincial Government with extensive public consultations contributing to its development. The Strategy's vision is for individuals, families, communities and society as a whole to foster healthy aging in order to achieve optimal health and well-being. The Strategy celebrates diversity by ensuring that the aging population is seen and valued in provincial policies, programs and services; this includes ensuring the uniqueness of Aboriginal elders/seniors is recognized and respected.

Skills Task Force

The Skills Task Force was established by the Provincial Government to gather expertise and insight of people across business, labour, education and other key sectors to provide strategies to build the Province's skilled work force.

The actions identified by the Task Force are guided by key themes that emerged during consultations. The Task Force's report provides a Strategic Direction, an objective and recommended actions in the following areas:

- Changing attitudes and opening doors;
- Improving access, performance and outcomes;
- Improving apprenticeship programs and journeyperson opportunities;
- Supporting access for under-represented groups including those of Aboriginal descent;
- Retaining and recruiting skilled workers;
- Assessing and responding to industry needs; and,
- Ensuring strong partnerships.

The Department was represented on the Skills Task Force to help ensure Aboriginal and Labrador residents' perspectives are considered.

Committee on the Inclusion of Persons with Disabilities

The Provincial Advisory Council for the Inclusion of Persons with Disabilities advises and informs the Minister Responsible for the Status of Persons with Disabilities on matters concerning persons with disabilities in Newfoundland and Labrador. The Minister for Aboriginal Affairs represented the Department on the Ministers Committee and the Deputy Minister represented the Department on the Deputy Ministers Committee.

Department of Child, Youth and Family Services Transition Advisory Committee

The Department served on the Department of Child, Youth and Family Services Transition Advisory Deputy Ministers Committee and the Officials Working Group. The Department provided advice to CYFS on how to proceed with issues affecting Aboriginal people. The Department also worked with other departments in the provision of advice respecting the strengthening of the Province's child protection system, in response to the recommendations of the 2006 Turner Review and Investigation.

Arctic Opportunities

The Arctic is undergoing significant change and has become an area of provincial, national and international focus as these changes present a variety of opportunities and challenges. Both the Minister of Labrador Affairs and the Minister of Aboriginal Affairs sat on the Ministers Committee for Arctic Opportunities. As well, the Department of Business led a Deputy Minister Steering Committee and an Arctic Opportunities Working Group to coordinate Government's efforts related to the Arctic; identify possible opportunities and set strategic direction for the future. The Department was represented on both the Steering Committee and Working Group.

Labrador Training Initiatives Committee

The Labrador Training Initiatives Committee is a joint effort of the Public Service Secretariat and the Department. The purpose of the committee is to liaise with the Center for Learning and Development (CLD) and where appropriate other agencies to ensure effective and efficient delivery of training opportunities in Labrador. The committee assesses and identifies regional training needs and works to coordinate the development and delivery of training activities related to the identified needs.

George River Caribou Herd

The George River Caribou Herd is critically important to the people of Labrador and is intrinsically linked to the cultural identity and traditions of the Aboriginal people of Labrador. Post calving aggregation photo-census indicated a decline in the George River Caribou Herd. As a result of field work and data analysis by biologists from both Newfoundland and Labrador and Quebec, the Department of Environment and Conservation implemented measures to protect the George River Caribou Herd. The population of the herd declined from 776,000 in 1993 to 74,131 animals according to the 2010 census. After public consultations, Government implemented revisions to the harvest management strategy including: suspension of the commercial caribou hunt, non-resident caribou hunting via the use of outfitters and the resident caribou license transfer system for Labrador residents. The Provincial Government intends to establish a committee to develop an effective harvest management plan for the George River Caribou Herd. The Department has since worked with the Quebec Government, the Nunatsiavut Government, the Torngat Wildlife and Plants Co-Management Board, Labrador Innu and Quebec Innu and other partners to facilitate effective cooperation on matters relating to George River herd conservation and protection. The Department supported the efforts of the Department of Environment and Conservation through participation on the committee and through Government's consultative process.

Air Access

Taking Flight: An Air Access Strategy for Newfoundland and Labrador, was released on October 13, 2010. It is a five-year Provincial Government strategy aimed at enhancing air access to, from and within Newfoundland and Labrador. The Department was represented on the Air Access Deputy Ministers Committee.

Early Childhood Learning Strategy

The 2011 Throne Speech announced, "In this year's Budget, My Government will introduce measures to advance the implementation of its early childhood learning strategy, entitled "*Learning from the Start*". The Department is represented on the Ministerial Committee on Early Childhood Learning, Deputy Ministers Committee and subcommittees. The Department provided policy advice and analysis, including in the Committee's scheduling and planning of public consultations.

Shared commitments with community and other stakeholders include:

Community Advisory Panel – Labrador West

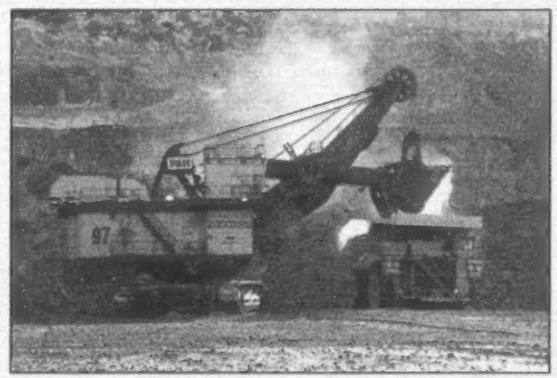
Community Advisory Panel (CAP) was established in Labrador City in 2006 with representatives from local and external organizations. The objective was for key stakeholders in Labrador West to meet and discuss topics that affect the community. The number of community stakeholders has now grown to over 20. The Iron Ore Company of Canada (IOC) initiated the organization behind CAP as a way of bringing together a cross-section of community voices to discover solutions to common issues, not just IOC and its employees. The CAP meets two to three times per year. There are 5 sub-committees: Housing, Transportation, Social, Business and Tourism and Environment.

The Department participated on the Panel in an advisory capacity.

Food Security Network

Building Capacity for Food Security in Northern Labrador Coastal Communities is funded through the Public Health Agency of Canada and is led by Food Security Network of Newfoundland and Labrador (FSN). The project combines the expertise and experiences of the FSN with a variety of partners to work together on an Advisory Steering Committee in achieving community-based solutions on food security through a participatory process in Hopedale. A report on the findings of the NiKigijavut Hopedalimi project was completed in December 2010.

Stemming from the success of the NiKigijavut Hopedalimi project, FSN received funding from the *Public Health Agency of Canada's Innovative Strategy* program to complete an additional project titled "*Engaging Communities: Achieving Healthier Weights through Community Food Security in Remote Inuit Populations*". This project aims to develop and refine the innovative community-led food assessment model for engaging rural, remote, northern, and underserved communities and regions. The intention is to design a model to build healthier conditions for enhancing health equity and promoting healthier weights by addressing barriers to accessing nutritious food. The Department participated on the Committee in an advisory capacity.



Iron ore mining, Labrador City

Happy Valley-Goose Bay Homelessness/Transitional Housing Working Group

The Happy Valley-Goose Bay Homelessness/ Transitional Housing Working Group was established in late 2006 to investigate the nature and prevalence of homelessness in Happy Valley-Goose Bay. With support from the National Housing Initiative / Regional Homelessness Fund, the Group completed research and released a Community Plan in June 2007 with findings and recommendations for future actions. The two highest priority needs are interdependent and involve: to develop accessible, individual, housing units for individuals with multiple and complex needs, and to improve wrap around services for people with multiple and complex needs. The Labrador Friendship Centre (LFC) accepted the Working Group's recommendation to be the proponent for this project, hired a Housing Development Worker, a Housing Support Worker and has a committee to advise and oversee the work. The Working Group consists of local stakeholders. The Department participated as a member of this Working Group.

Labrador Regional Economic Development Boards

The Department worked with staff and board members of the regional economic development boards in Labrador. The Department worked with respective Labrador Boards to promote communication on regional economic development issues. The Labrador Boards include Hyron Regional Economic Development Corporation, Central Labrador Economic Development Board, Southeastern Aurora Development Corporation and Labrador Straits Development Corporation.

Destination Labrador

Destination Labrador is a non-profit organization whose primary role is to develop a tourism marketing strategy for Labrador. Destination Labrador collaborates with industry stakeholders and various government department/agencies in developing this marketing strategy. The Department was an ex-officio member of Destination Labrador's Advisory Board.

Labrador Winter Games Board

The Labrador Winter Games provide an opportunity for Labradorians to come together to celebrate Labrador sports and culture. More than 400 participants from 25 communities throughout Labrador compete in contemporary sport and traditional skill competitions such as dog sledding and snowshoeing.

The Provincial Government provided $500,000 to support the 2010 Labrador Winter Games. A Labrador Winter Games Board of Directors is responsible for overseeing and managing operations of all aspects of the Games. The Department was a member of the Board. The next Labrador Winter Games is scheduled for 2013.

L'Anse Amour Lighthouse

Highlights and Accomplishments

In addition to accomplishments on its strategic issues, the Department worked on a number of other initiatives to effectively carry out its mandate.

Traditional Mi'kmaq Regalia, Conne River Pow Wow

Newfoundland and Labrador – Innu Nation Tshash Petapen (New Dawn) Agreement

On 16 February 2010, the Grand Chief and Deputy Grand Chief of the Innu Nation, the Chiefs of the Sheshatshiu Innu First Nation and the Mushuau Innu First Nation, the Province of Newfoundland and Labrador, and Nalcor Energy initialed three documents stemming from the 2008 New Dawn Agreement: the Bilateral (Innu-NL) AIP on the Innu Land Claim, the Lower Churchill Impacts and Benefits Agreement, and the Churchill Falls Hydro-electric Development Redress Agreement. The signing of these documents represented a significant milestone in Provincial Government's relationship with the Labrador Innu.

The Bilateral AIP covered primarily lands and resources issues and key general provisions in relation to provincial interests and represented another major step in the Federal/Provincial/Innu land claim process.

On March 21, 2011 in Ottawa, the Minister of Indian and Northern Affairs and the Innu Nation signed a bilateral agreement with the Innu to resolve the Capital Transfer issue. The Minister of Aboriginal Affairs participated in the event. The agreement represented the last obstacle to an AIP.

By March 31, 2011, the 31 chapters of the AIP were undergoing final tripartite negotiation in preparation for the anticipated initialing of an AIP in early 2011/12.

Northern Strategic Plan

The *Northern Strategic Plan* Progress Report was released on March 25, 2010. It provides a snapshot of the progress since the Plan's release in April 2007. At the midway point of the 5-year plan, there are a total of 201 commitments totaling $587 million. Following the release of the Progress Report, the Department held six sessions in the communities of Happy Valley-Goose Bay, Port Hope Simpson, L'Anse au Loup, Nain, Labrador City and Churchill Falls to provide a clear idea of the achievements accomplished since 2007.

Labrador Transportation Grooming Subsidy

The Government of Newfoundland and Labrador continues to provide the Labrador Transportation Grooming Subsidy (LTGS) to coastal communities that do not have year round road connections to other areas of Labrador. This subsidy ($390,000) supports the departmental strategic direction to improve economic and social development in Labrador. The Provincial Government provides support to regions along the north and south coasts of Labrador for maintenance of the winter trail systems. The Inuit Community Governments of Hopedale, Postville, Makkovik, and Rigolet, as well as the Eagle River Development Association, Labrador White Bear Development Association, Town of North West River and Grand River Snowmobile Club, receive funding from this program. Departmental staff supported the program through trail inspections, meeting coordination and program management and administration. In 2010-11 Government budgeted an additional $200,000 for winter trail grooming: $60,000 to continue trail cutting and re-routing on the North and South coast and $20,000 for new signage along the Labrador transportation trail system at Makkovik and Mud Lake. The remaining $120,000 to build a grooming garage was deferred to 2011-12. The grooming garage is being incorporated with a Municipal Affairs project involving the construction of a municipal depot at North West River.

Air Foodlift Subsidy

The Air Foodlift Subsidy (AFS) program was established by the Provincial Government in 1997 to ensure that nutritious, perishable items such as fruit, vegetables and dairy products are affordable to Labrador's coastal communities. The subsidy supported the Department's strategic direction to improve economic and social development in Labrador. In the past year, the Department organized an interdepartmental evaluation committee to review the AFS program which is continuing into 2010/11. As well, the Department has communicated with Aboriginal Affairs and Northern Development Canada (AANDC) throughout 2010 regarding the replacement of the Food Mail program with the Nutrition North Canada program, effective April 1, 2011. The AFS program was co-ordinated, managed and administered by the Department.

Labrador Regional Senior Management Council

The Labrador Regional Senior Management Council serves as a forum within the Provincial Government to discuss and consider means for improved service delivery within the region. The Council also provides an opportunity for senior management to meet and provide updates on respective department / agency initiatives.

The Department chaired the Council since 2001 and continues to co-ordinate communications between the region and Provincial Government.

Combined Councils of Labrador

The Combined Councils of Labrador (CCL), established in 1972, provides an opportunity for municipal leaders throughout Labrador to gather and discuss issues of mutual concern and to engage government in meaningful deliberations. The Department provided annual operating funding to the Council to support community collaboration in Labrador. In February 2011, the CCL held its 39th Annual General Meeting in Happy Valley-Goose Bay. The Department provided support to the Premier and Ministers who attended. The Department worked closely with the CCL by co-ordinating and facilitating discussion on major issues in Labrador. This involvement supports the departmental strategic direction to reflect Labrador interests in provincial policy.

Joint Cabinet Meeting with Nunatsiavut Government Executive Council

On 28 October 2010, the Provincial Cabinet hosted the first-ever joint Cabinet meeting with the Nunatsiavut Government Executive Council. This meeting provided both governments with an opportunity to discuss a variety of issues, challenges and opportunities, and to share ideas on topics such

as natural resources, the environment and climate change, education, health care, housing, and, the implementation of the Labrador Inuit Land Claims Agreement. This meeting continued to build upon the Province's positive relationship with the Nunatsiavut Government for the betterment of Newfoundland and Labrador.

Provincial - Nunatsiavut Government Relations

Since December 1, 2005, when the Labrador Inuit Land Claims Agreement came into effect, the Department worked cooperatively with the Nunatsiavut Government and the Government of Canada on the implementation of the Agreement. The Department played a key role in assisting provincial departments understand and fulfill their obligations under the Agreement. The Department helped facilitate the building of relationships between Provincial and Nunatsiavut Government departments.

Amendments to Labrador Inuit Land Claims Agreement Act

In May 2010 amendments to the *Labrador Inuit Land Claims Agreement Act* were proclaimed. These amendments provided for incorporation of an overlap agreement between Labrador and Nunavik (Quebec) Inuit into the Labrador Inuit Land Claims Agreement. This overlap agreement resolved the overlapping claims of Labrador Inuit and Nunavik Inuit in northern Labrador and offshore areas adjacent to northern Labrador and northern Quebec. These amendments will provide increased clarity and certainty for the future economic development of the region. The legislation was passed by the House of Assembly in December 2009. As per provincial and federal policy, once overlapping agreements are agreed by Aboriginal organizations/governments, they come into effect when incorporated into the land claims agreements of each Aboriginal organizations/governments. The overlap agreement between Labrador Inuit and Nunavik Inuit was incorporated into the Nunavik Inuit Land Claims Agreement in 2008.

Innu Healing Initiatives

Following the February 2011 dissolution of the *Labrador Innu Comprehensive Healing Strategy*, the Department worked cooperatively with the Innu Nation, the Mushuau Innu First Nation, the Sheshatshiu Innu First Nation and the Federal Government on the Innu-led proposal for an 'Innu Round Table', intended to be a replacement for the *Labrador Innu Comprehensive Healing Strategy* (LICHS). The Department represented the Province, in conjunction with applicable regulatory departments, on the various subcommittees of the LICHS (*e.g.*, Child and Family Services; Income Support) and will continue this work should the Province, the Federal Government and the Labrador Innu Nation reach agreement on a successor to the LICHS.

The Innu Round Table will, like its predecessor provide a forum for discussion and resolution of community challenges and acts as a mechanism for the devolution of programs and services to Band control.

Boats, Nain

The Province, Federal Government, Innu Nation and Band Councils have worked together to create Band schools in Sheshatshiu and Natuashish and the Province delivered education on the two Reserves, under an agreement with the Federal Government, up to June 2009. In July 2009, the two First Nations took responsibility for the operation of these schools, while continuing to follow provincial curriculum. This governance model is a first in Canada, as the Innu school board is responsible for both schools and is comprised of representatives from both communities to provide oversight and co-ordinate shared services. The Department worked with the Innu Nation and the two First Nations on the devolution of child, youth and family services and income support programming to the Innu. These programs and services are currently delivered by the Provincial Government on behalf of the Federal Government.

Miawpukek First Nation Self-Government Negotiations

The Department participated with the Miawpukek First Nation (MFN) and the Federal Government in negotiations toward a self government agreement-in-principle. A meeting between the provincial Cabinet and the MFN Chief occurred on 24 June 2010. The meeting was a successful information sharing and networking opportunity for both parties.

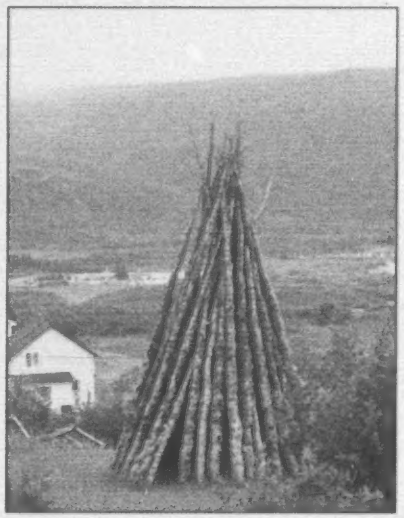
Aboriginal Women's Issues

The Department reviewed and analyzed National Aboriginal Women's Summit recommendations, as well as priorities within the Province. Individual consultations with provincial Aboriginal Women's group's representatives have been completed, and a report is being drafted. The Department had a position dedicated to assist in the analysis and implementation of these recommendations.

The Department participated in the development and organization of the Provincial Aboriginal Women's Conference, hosted by the Women's Policy Office, in St. John's in February 2011. As well, the Department participated in the development and organization of a National Aboriginal Women's Forum to Address Violence Against Aboriginal Women, hosted by the Government of British Columbia and the Native Women's Association of Canada, in June 2011.

Addressing Suicide and Detrimental Lifestyles

The Department provided support to address the high instances of suicide and detrimental lifestyles within the Province's Aboriginal youth population. The Suicide and Detrimental Lifestyles Grant Program, a three-year program introduced in Budget 2008, provides funding to organizations to develop innovative programs that are targeted at improving the health, circumstances and well being of Aboriginal youth throughout the province, as well as, providing a means whereby culturally-appropriate approaches can be used to address issues such as drug and alcohol abuse, suicide, delinquency and other detrimental lifestyles. During 2010 – 2011 eight initiatives/projects across the Province were funded.



Woodpile, Forteau

Vision

The vision of Labrador and Aboriginal Affairs was the resolution of questions surrounding Aboriginal rights and titles in the province, a cooperative and productive relationship with Labrador and Aboriginal communities, and the achievement of social and economic well-being for Labrador and for Aboriginal peoples.

Mission

The mission statement identifies the priority focus area of the Ministers. It represents the key longer-term results towards which the Ministers and the Department worked while moving forward on the strategic directions of the Provincial Government.

The Province recognizes the barriers and challenges faced by Aboriginal people, as well as the importance of developing and maintaining the social and economic factors (e.g. health, housing and education) that support balanced growth and promote healthy and skilled individuals and communities with the capacity to create wealth and participate fully in the economy.

The resolution of issues related to Aboriginal rights is fundamental to the progressive development of Aboriginal people and to the province as a whole. Labrador's future will be marked by significant change in its social landscape and strong opportunity for economic growth. With changes in governance in Labrador's Aboriginal communities as a result of land claims negotiations, and the expansion of infrastructure and resource based developments, attention needs to be focused on social and economic development in Labrador to ensure advancement.

NOTE TO THE READER

This document includes performance reports on the five year mission, three year goals and one year objectives of the issues of the Department. Several indicators were used to identify progress on the mission, goals and objectives. Indicators of the mission were written in the 2006-07 fiscal year. Indicators of the goals were written in the 2008-2011 business plan. Indicators of the objectives were written in the 2009-2010 Annual Report. The remainder of this document reports on performance of these indicators.

The 2006-2011 Mission Statement:

> *By March 31, 2011, the Department of Labrador and Aboriginal Affairs will have advocated for the progression of the social and economic development of Labrador and, with the continuing concurrence and participation of the Federal Government and/or relevant Aboriginal group(s), will have progressed in the negotiation and implementation of agreements with Aboriginal groups/governments throughout the province.*

The Department worked cooperatively with Aboriginal organizations/governments within the province to ensure that the perspectives of Aboriginal people are included and recognized in policy and initiatives. Over the past five years, progress has been made on addressing questions of asserted Aboriginal rights; establishing effective Aboriginal relations and improving the social and economic well-being of Aboriginal people. The Department implemented the Labrador Inuit Land Claims Agreement as well as negotiated towards a self-government Agreement-in-Principle (AIP) with the Miawpukek First Nation and an AIP with the Innu Nation on its Land Claim.

The Department worked diligently advocating for the progression of economic and social development in Labrador. This is evident in the creation of the *Northern Strategic Plan* which outlines the Provincial Government's priorities for Labrador. The Provincial Government continues to fulfill its commitment to consult with Labradorians regarding decisions impacting Labrador. This has been demonstrated through the commitments made in the *Northern Strategic Plan* and the ongoing consultations within Labrador.

Measure 1: Progressed negotiated agreements

Mission Indicators:

- Number of attended negotiating sessions
- Number of active negotiations compared to 2006-07 baseline

There were between 11 and 15 active negotiation sessions in each fiscal year entailing 3 to 4 daylong face-to-face tripartite meetings. In 2006-07, eleven (11) tripartite face-to-face negotiations took place among the Federal Government, Newfoundland and Labrador and the Innu Nation on a monthly basis in four venues: Sheshatshiu, Natuashish, Ottawa, and St. John's. In 2007/08, there were 15 tripartite negotiation sessions, and in 2008/09, there were 14. This increase was an effort to fast-track negotiations. As well, an internal high-level committee was established (the Innu Land Claim Steering Committee) to provide direction to negotiators prior to each session as major issues were identified and negotiated on a session by session basis in 2007. On 26 September 2008, the New Dawn Agreement was signed which settled the land selections for the Innu Land Claim AIP.

In 2009/10, there were only 11 tripartite negotiation sessions; however, this was due to an increase in bilateral negotiations between the Province and the Innu Nation on key provincial issues. These bilateral negotiations were conducted from December 2009 to February 2010 resulting in the initialed Bilateral Agreement-in-Principle (AIP). Tripartite

negotiations were then resumed with the objective of achieving a tripartite AIP. By 31 March 2011, the Province was on the cusp of concluding the Tripartite Innu Land Claim AIP.

In 2010/11, 12 tripartite negotiation sessions were conducted, and at least 6 conference calls were convened, to advance the resolution of the Innu AIP.

Mission Indicators

- Number of key benchmarks completed toward comprehensive land claims agreement compared to 2006-07 baseline
- Number of agreements completed and in effect compared to 2006-07 baseline

Land claims agreements do not come into effect until the final agreement is implemented through federal and provincial legislation. While significant progress has occurred since 2006/07, a final agreement with the Innu Nation will not be completed until all aspects of the agreement are concluded. Due to the nature of tripartite negotiations, a timeframe for completion is uncertain. However, the three parties anticipate conclusion of a final agreement by 2014 assuming continued close cooperation amongst the parties.

In 2006/07 the Department concluded one chapter of the AIP; by 31 March 2011, 31 chapters of the AIP were undergoing final tripartite AIP negotiations in preparation for the anticipated initialing and signing of an AIP in 2011/12. In 2006/07, the Innu land claim negotiation table had participated in the successful negotiation of the Memorandum of Agreement regarding the Voisey's Bay Mining Development which provided the conclusion of the Voisey's Bay chapter of the AIP.

In September 26, 2008, the New Dawn Agreement was signed by the Province and the Innu Nation. This bilateral New Dawn Agreement represented a significant step in the tripartite land claim negotiation process by setting out the quantum and location of Innu lands including the associated rights regime.

Subsequent negotiations, based on the New Dawn Agreement direction, resulted in the Innu Nation-Newfoundland and Labrador Bilateral AIP ("Bilateral AIP"), which was signed on February 16, 2010.

Mission Indicator

- Number of chapters completed toward comprehensive land claims agreement compared to 2006-07 baseline

In 2006/07, only one chapter of the AIP had been successfully completed (the Voisey's Bay chapter), which emanated from bilateral agreements signed between the Province and

the Innu Nation enabling the development of the Voisey's Bay Mining Development. Significant advances had been made on all 31 chapters of the AIP prior to the New Dawn land selections of September 2008.

The Bilateral AIP, which was signed on February 16, 2010, contained 23 chapters, covering primarily lands and resources issues and key general provisions in relation to provincial interests. However, there were draft texts of the eight federal chapters.

In 2009/10, tripartite negotiations with Canada toward a tripartite AIP were resumed. To achieve a tripartite Agreement-in-Principle, federal negotiators undertook to review the 23 Bilateral AIP chapters, and resumed tripartite negotiation of the eight federal chapters which were not included in the Bilateral AIP.

By the end of 2010/11, significant progress had been made on the 31 chapters, and an AIP appears imminent.

Mission Indicator

- Reduction of issues of significance outstanding in comprehensive land claims agreement negotiations

The Bilateral AIP, signed on 16 February 2010, addressed a majority of the issues of significance between the Province and the Innu Nation. After the signing of the Bilateral AIP, tripartite negotiations with Canada toward a Tripartite AIP were resumed. To achieve a Tripartite AIP, federal negotiators undertook to review the 23 Bilateral AIP chapters; and, resumed tripartite negotiation of the eight federal chapters which were not included in the Bilateral AIP.

In order to achieve the AIP, the Parties agreed to defer resolution of certain issues to future, more detailed, negotiations between the AIP and Final Agreement. Certain issues require legal drafting to provide clarity to the text (but not change the substance of the intent or the provisions). Other issues are 'to be negotiated' and although each party's positions and interests are reflected there is not agreement on the substance of the provisions.

The AIP represents the commitment of the Parties on key issues of the AIP that will form the basis for the Final Agreement.

Mission Indicator

- Volume of agreed upon text toward comprehensive land claims agreement

In 2006/07, the only text for the AIP approved by all three parties was the Voisey's Bay chapter, which consisted of 17 pages. However, by the end of March 31, 2011, tripartite negotiations on all 31 chapters resulted in the production of 400-page document that was expected to be initialed for ratification in 2011-12.

Measure 2: Advocated the progression of the social and economic development of Labrador

Mission Indicator

- Participation in relevant policy initiative

For the past five years the Department reviewed relevant policy and program documents of Provincial Government departments/agencies. Documents were reviewed and evaluated to identify any potential impacts on Labrador communities and Aboriginal people. Line departments/agencies were advised of Aboriginal and Labrador issues, concerns or needs and any necessary revisions to these policy initiatives were requested.

Over the past five years the Department actively participated in a number of horizontal initiatives / interdepartmental working groups on issues affecting Aboriginal and Labrador people of the province such as:

- Labrador Regional Senior Management Council;
- *Violence Prevention Initiative*;
- *Poverty Reduction Strategy*;
- *Healthy Aging Strategy*;
- Skills Task Force Interdepartmental Working Group;
- *Youth Retention and Attraction Strategy*;
- Immigration and Multiculturalism Committee;
- Committee on the Inclusion of Persons with Disabilities;
- Business Continuity Plan;
- *Early Childhood Learning Strategy*;
- Regulatory Reform Initiative;
- Natural Areas System Plan;

- Provincial Coastal and Oceans Network; and,
- Provincial Aboriginal Identifier Working Group.

The Department provided input into policy initiatives to ensure perspectives of Aboriginal and Labrador people and communities were considered into assessment processes such as resource development and environmental assessment applications and ensuring that, where and as appropriate, those affected were provided ample time to provide their perspective.

On a regular basis, Provincial Government departments engaged the Department for advice on how to effectively consult Labrador and Aboriginal communities in an effort to develop policy.

Over the past five years the Department ensured perspectives of Labrador and Aboriginal people were considered during Government consultations such as:

- *Northern Strategic Plan* consultations;
- Happy Valley –Goose Bay Homelessness Committee;
- *Poverty Reduction Strategy* Roundtable;
- *Northern Agrifoods Development Strategy*;
- Minister Advisory Committee on Labrador Transportation;
- Pre-budget consultations; and,
- George River Caribou Herd consultations.

Over the past five years the Department led the development of government policy concerning the programs it administers including the Air Foodlift Subsidy, Labrador Transportation Grooming Strategy, Suicide and Detrimental Lifestyles Prevention Grant and the *Northern Strategic Plan*.

Furthermore the Department reviewed policies, programs and plans from other jurisdictions to determine potential impacts on Provincial Government program delivery.

Mission Indicator

- Facilitated and coordinated stakeholder group meetings

The Department was engaged with Labrador and Aboriginal people and communities during the past five years through stakeholder group meetings. The Department played a lead

role in facilitating and coordinating many stakeholder meetings that provided an opportunity for the Department to inform stakeholders of relevant departmental initiatives and to receive stakeholder feedback on these initiatives.

The Department held pre-season planning sessions with Labrador Transportation Grooming Subsidy clients each year to reiterate the administration process and to discuss innovative ways to enhance grooming operations for the coming seasons. Regular meetings with Inuit Community Governments and Development Associations by the Trail Inspector and Program Coordinator also took place on an as needed basis.

The Department conducted regular visits to all communities involved in the Air Foodlift Subsidy Program (AFS). In 2009 a householder brochure was developed and distributed by postal service to each community member within AFS eligible communities with the purpose to better inform the public of the AFS program and retailer responsibility. In 2010 the Department conducted an AFS survey to gauge awareness and identify options for program improvements. Interaction with stakeholders has provided input that has lead to program enhancement such as increasing the list of eligible foods (2007) and full air freight subsidy on fresh milk year round (2008). In 2009 the Department assisted the Department of Health and Community Services in conducting food surveys in Labrador communities to better assess the cost of groceries in these communities.

The Department held community meetings in all regions of Labrador to listen to the issues and concerns from the people prior to development of the *Northern Strategic Plan*. A total of 34 consultations took place during the inception of the *Northern Strategic Plan*. As a follow-up the Department published a mid-term report and re-visited these regions of Labrador to present progress of all government commitments within the *Northern Strategic Plan*. As required by Government the Department was directed to publish and distribute a final report of the *Northern Strategic Plan* to the public. Each year since the *Northern Strategic Plan* was launched the Department met with executive and designates of line departments to confirm and discuss commitment status.

Over the past five years the Department also helped facilitate and coordinate many meetings unique to the concerns of Aboriginal and Labrador people, such as:

- Environmental Management and Planning Consultative Committee;
- Northern Development Ministers' Forum;
- Labrador Regional Senior Management Council;
- Labrador Aboriginal Training Partnership;
- Combined Councils of Labrador; and,
- Mealy Mountains and Torngat Mountains National Park.

The Department consulted with and communicated to stakeholders on issues affecting the people of Labrador and the Aboriginal people of the province. Meetings were held in numerous locations to obtain perspectives and to gain insight into conditions and issues affecting both Labrador and the Island.

Examples / locations of meetings include:

- Towns of Labrador City, Wabush, Happy Valley-Goose Bay and North West River;
- Community of Mud Lake;
- Newfoundland Aboriginal Women's Network; and,
- Ministerial meetings with officials from the Nunatsiavut Government, the Mushuau Innu Band Council, community leaders and residents in six communities on the North Coast of Labrador: Rigolet, Makkovik, Postville, Hopedale, Natuashish and Nain.

Mission Indicator

- Lobbied for more federal investment in the region

The Provincial Government works with the Federal Government on federal-provincial issues. Part of the mandate of the Department was to 'manage intergovernmental relations respecting Labrador and Aboriginal issues'. This responsibility often presents opportunities for the Department and the Provincial Government to lobby the Federal Government for investment in Labrador and Aboriginal issues. The Federal Government is a major partner in the social and economic development of Labrador communities and Aboriginal people. Over the past five years the Department worked with Intergovernmental Affairs Secretariat and the Provincial Government and provided advice to the Federal Government through meetings, letters, and representation on relevant intergovernmental committees.

Over the past five years there have been major initiatives in Labrador communities and with Aboriginal people where the Department strongly encouraged the Federal Government for investment such as:

- Lower Churchill development;
- Marine, air and road transportation;
- 5 Wing Goose Bay;
- Labrador Inuit Land Claims;

- Labrador Innu Land Claims (including the financial land claim settlement in March 2011);
- Lawrence O'Brien Auditorium;
- Federal position on NunatuKavut Community Council, and;
- Labrador Aboriginal Training Partnership.

The Department has been involved in advocating for a loan guarantee from the Federal Government on the Lower Churchill Development project. The Province asked the Federal Government to commit to a 50/50 cost-sharing agreement to complete the Trans Labrador Highway. The Minister of Aboriginal Affairs has lobbied the Minister of Indian and Northern Affairs Canada, advocating for a timely resolution on the Nunatukavut Community Council (NCC) (formerly the Labrador Métis Nation) claim.

The Department played an active role in efforts to promote base facilities at 5 Wing Goose Bay for military purposes, and to explore non-military alternative uses. Advice was provided on options to sustain a military presence at 5 Wing Goose Bay, options for non-military uses of base facilities, and options to diversify the local economy (including fulfilling the federal commitment to a rapid reaction force and unstaffed aerial vehicle (UAV) squadron for 5 Wing Goose Bay). This was achieved by continuing to meet with the Goose Bay Citizen's Coalition, maintaining positive relationships with 5 Wing Goose Bay, and through coordination of information pertaining to 5 Wing Goose Bay with Intergovernmental Affairs.

The Department met with federal officials to discuss the provision of federal Aboriginal programs and services in the province. The Minister of Aboriginal Affairs has also raised these issues, both in person and through written correspondence, to the Minister of Aboriginal Affairs and Northern Development Canada, and Interlocutor for Métis and Non-Status Indians. Provincial officials provided information to the NCC on federal funding provided in Newfoundland and Labrador to non-status Aboriginal peoples and offered to assist the NCC in preparing any submission to the Federal Government.

The Provincial Government is a member of the Northern Development Ministers Forum (NDMF). As mentioned, the NDMF was formed to advance the diverse and common interests of Northerners in Canada while raising awareness among decision-makers and the public about the accomplishments, contributions and potential of the North. Through the NDMF, the Department advocated for provincial and territorial interest. These interests are reflected to the Federal Government through Indian and Northern Affairs Canada.

Mission Indicator

- Continued coordination of the implementation of the Labrador Inuit Land Claims Agreement

A representative of the Department sat on a tripartite Implementation Committee with a representative of the Nunatsiavut Government and a representative of the Government of

Canada. This Committee is responsible for overseeing and monitoring the implementation of the Agreement and meets on average three to four times a year. The Department, in consultation with other departments, sought authority to appoint provincial members to the boards and committees established under the Agreement and was responsible for the negotiation with the Nunatsiavut Government and the Government of Canada of funding agreements for the operations of these boards and committees including annual funding agreements negotiated for the continued operation of the Torngat Wildlife and Plants Co-management Board and the Torngat Joint Fisheries Board.

The Department also took the lead in meeting the Province's obligation to survey specified parcels of Labrador Inuit Lands and the Labrador Inuit Settlement Area as set out in Lands and Non-Renewable Resources chapter of the Agreement.

The Department, in consultation with other provincial departments and agencies, took the lead in meeting the Province's obligations as set out in the Land Use Planning chapter of the Agreement. In addition to the joint appointment with the Nunatsiavut Government of the members of the Regional Planning Authority and the negotiation of funding arrangements with the Nunatsiavut Government for the operation of the Authority, the Department coordinated the review and response of the draft land use plan that was submitted to the Province and the Nunatsiavut Government by the Regional Planning Authority for review in August 2010.

The Department also took the lead in discussions with the Nunatsiavut Government and the Government of Canada on amendments to the Labrador Inuit Land Claims Agreement. Specifically, in December 2009 the Province passed two Bills to amend the *Labrador Inuit Land Claims Agreement Act*. Bill 47 detailed amendments to the *Act* to incorporate the Nunavik Inuit/Labrador Inuit Overlap Agreement into the Agreement. These amendments came into effect in May 2010. Bill 46 detailed amendments to the *Act* to incorporate changes made to the Agreement between the date it was signed (January 22, 2005) and the effective date (December 1, 2005). These amendments, which were essentially housekeeping in nature, were retroactive to the effective date of the LILCA.

Mission Indicator

- Progress in the development of other agreements

The Aboriginal Affairs Branch made progress in the development of other agreements by working cooperatively with the Innu Nation, the Mushuau Innu First Nation, the Sheshatshiu Innu First Nation and the Federal Government on the Innu-led proposal for an 'Innu Round Table', intended to be a replacement for the *Labrador Innu Comprehensive Healing Strategy*.

The Province supporting the devolution of provincial education programs to Aboriginal governments and the recognition of Aboriginal jurisdiction over education through self-government agreements, provided provincial education standards are maintained or equivalents developed (*e.g.*, In 2009 the Mushuau and Sheshatshiu Innu First Nations took

responsibility for education. This governance model is a first in Canada, as the Innu school board is responsible for both schools and is comprised of representatives from both communities to provide oversight and co-ordinate shared services).

Mission Indicator

- Coordination of the implementation of the *Northern Strategic Plan*

The *Northern Strategic Plan* was released on April 20, 2007 and will continue until March 31, 2012. The *Northern Strategic Plan* was designed to capture all new Provincial Government commitments in Labrador. The Department was tasked the role to advocate for economic and social development through the *Northern Strategic Plan*. Line departments identified designates as contacts to advise of progress of each commitment on a regular basis. An accountability framework was established to monitor commitments progress. The budget process and news releases relating to each commitment were monitored by the Department. The Department of Finance confirmed financial amounts committed and subsequent expenditures. The Department contacted departmental/agency designates for commitment status on a regular basis and the accountability framework was updated. Each Fall all departmental/agency designates met as a group with the Department to review commitment status and to discuss any administrative issues of the *Northern Strategic Plan* monitoring. New government commitments were added to the accountability framework if they meet objectives of one or more themes of the *Northern Strategic Plan*. Further, each fall the Department met with executive of line departments/agencies to discuss commitment status.

Each year the Minister of Labrador Affairs provided an update to the House of Assembly on progress of commitments of the *Northern Strategic Plan*. The Department released a press release providing an update of progress of *Northern Strategic Plan* Government commitments.

As required a *Northern Strategic Plan* midterm progress report was produced in year 3. Community meetings were held in all regions of Labrador to present the status of government commitments outlined in the mid-term report. At the meeting in L'Anse Au Loup an attendee referred to the mid-term report as a Government Report card ..."in this document you state what Government was going to do 3 years ago and now you are telling us what you have accomplished so far and what is remaining to be completed".

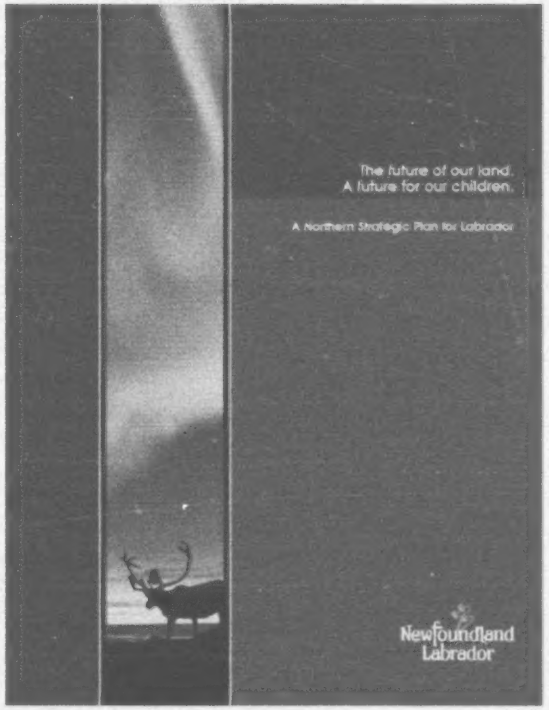
As part of the *Northern Strategic Plan's* accountability framework, the Department was responsible for preparing a final public report summarizing the accomplishments of the *Northern Strategic Plan*.

Report on Performance

In the Department's Business Plan for 2008-09 to 2010-11, the Minister of Labrador Affairs and the Minister of Aboriginal Affairs identified key strategic issues applicable to their portfolios. These key strategic issues consider the Provincial Government's strategic directions and the mandate and financial resources of the Department. The following areas were identified as the key priorities for the Department.

Issue 1 Northern Strategic Plan

In the March 2005 Speech from the Throne, the Provincial Government mandated the Department to develop the *Northern Strategic Plan* to address progression of social and economic development in Labrador. Since its release, the Department worked with line departments to support the realization of the commitments and informed the public of the progress achieved throughout the implementation of the *Northern Strategic Plan*. Detailed information on the commitments outlined in the *Northern Strategic Plan* can be found at the Provincial Government's web site (www.gov.nl.ca) under the "Northern Strategic Plan for Labrador" icon. Between April and September 2010, the Department led community sessions in six Labrador communities: Happy Valley-Goose Bay, Labrador City, Nain, Port Hope Simpson, L'Anse Au Loup and Churchill Falls. The sessions focused on updating community residents on the successes of the *Northern Strategic Plan* at its midpoint. As of March 31, 2011, there are a total of 228 commitments, an increase of 83 commitments since 2007. Approximately 74% of the commitments have been completed with 12% not completed and 14% remain continuous. The *Northern Strategic Plan* is directly linked to the Department's strategic direction to enhance economic and social development in Labrador. All plan commitments support economic and social development.



Report on Goal

Goal: By 2011, the Department of Labrador and Aboriginal Affairs will have led the implementation of the *Northern Strategic Plan*.

Measure: Lead the implementation of the *Northern Strategic Plan*

Goal
Indicator: Progress of NSP implementation is monitored

The *Northern Strategic Plan* was developed to advance social and economic priorities of Labradorians and the province as a whole.

A monitoring framework was established and it continues to track progression of the *Northern Strategic Plan*. The monitoring process provide updated progress on the plan, by regularly engaging department representatives to keep current and accurate account of all commitments, and by regularly inserting *Northern Strategic Plan* progress into the monitoring framework.

As previously referenced, on March 25, 2010, a *Northern Strategic Plan* Progress Report was released outlining the successes of the *Northern Strategic Plan* since it was released.

The Department continued to further *Northern Strategic Plan* goals and objectives by working closely with Provincial Government departments and agencies on existing and new *Northern Strategic Plan* commitments and monitoring all monies spent to support *Northern Strategic Plan* initiatives. The department monitored all Government commitments related to Labrador that meet the objectives of a *Northern Strategic Plan* theme.

Goal
Indicator: Public and House of Assembly are provided information on the progress of the implementation of the NSP

In each of the past 3 years, during the spring sitting of the House of Assembly the Minister of Labrador Affairs provided information on the progress of the *Northern Strategic Plan* including the releasing of the progress report which outlines performance of all Provincial Government commitments of the *Northern Strategic Plan*, since its launch in 2007.

Public information sessions were held from April to September 2010 in six communities: Happy Valley-Goose Bay, Labrador City, Churchill Falls, Port Hope Simpson, L'Anse Au Loup and Nain.

An ongoing communications strategy is in place to ensure that all relevant Provincial Government press releases include *Northern Strategic Plan* goals, objectives and/or commitments where relevant

Goal

Indicator: Annual budgets reflect NSP commitments

In order to measure progress, it is important to see the change in government investment since the plan's release. Over the past three years the Department has worked closely with the Department of Finance to ensure accurate financial records are maintained with respect to the *Northern Strategic Plan*. New commitments identified from the budget process are inputted into the *Northern Strategic Plan* monitoring framework and progress is monitored.

The Department also worked closely on maintaining financial information on governmental departments /agencies commitments as it relates to the *Northern Strategic Plan* framework.

The *Northern Strategic Plan* is incorporated into the Annual Budget process and is reported in Provincial Government documentation

Goal

Indicator: Departments are supported in fulfilling their NSP obligations

The Department assigned staff to support department/agency designates on an on-going basis to ensure accurate financial and monitoring information is maintained in the framework. In the fall of each of the past three years representatives of all relevant departments/agencies gathered in either St John's or Happy Valley-Goose Bay and were provided an opportunity to discuss all aspects of the *Northern Strategic Plan* reporting as well as an update on the commitment status of the *Northern Strategic Plan*. In the summer of 2010 *Northern Strategic Plan* planning sessions were held with department/agency designates for input in analyzing progress of goals and objectives and determining future initiatives to support the plan.

All provincial departments and agencies that have commitments in the *Northern Strategic Plan* were contacted regularly over the past three years to provide updates on their specific commitments

Goal

Indicator: Future NSP initiatives are evaluated and presented for Government's consideration

Previous *Northern Strategic Plan* initiatives and commitments were evaluated through the *Northern Strategic Plan* planning session and executive meetings held in each of the past three falls. The purpose of the session/meetings is to review commitments identified in the monitoring framework and to explore options to support *Northern Strategic Plan* goals and objectives in the coming years. New initiatives are included in the monitoring framework and evaluated throughout each year in consultation with relevant departments/agencies. In addition, previous commitments are monitored and updated according to status.

As of March 31, 2011, there are a total of 228 commitments identified in the *Northern Strategic Plan*.

Report on Objective

2010/11
Objective: By March 31, 2011, the Department of Labrador and Aboriginal Affairs will have continued to lead the implementation of the NSP including commencing evaluation mechanisms in preparation for conclusion of the existing NSP's mandate on March 31, 2012

Measures	Continue to lead implementation of the NSP
Objective Indicator	Progress of the NSP implementation is monitored
Performance	A monitoring framework continues to track progression of the *Northern Strategic Plan*. The monitoring process provides updated progress, by regularly engaging department representatives to keep current and accurate account of all commitments, and by regularly inserting *Northern Strategic Plan* progress into the monitoring framework. The Department conducted sessions with relevant departments and agencies on specific themes within the *Northern Strategic Plan* during May and June 2010 to analyze the goals and objectives in the *Northern Strategic Plan*. The Department advocated for *Northern Strategic Plan* goals and objectives by working closely with Provincial Government departments and agencies on existing and new *Northern Strategic Plan* commitments and monitoring all monies spent to support *Northern Strategic Plan* initiatives. On October 7, 2010 all designates attended a *Northern Strategic Plan* planning sessions held in Happy Valley-Goose Bay where progress on commitments from each department and agency was summarized and discussed. Executive meetings were held in October 2010 to discuss the status of the *Northern Strategic Plan* and any potential initiatives that could be considered to support its goals and objectives in the upcoming budget process.

Objective Indicator	Public and House of Assembly are provided information on progress of the implementation of the NSP
Performance	The Minister of Labrador Affairs reported to the House of Assembly on an annual basis. However, the annual reporting time period does not always occur in the fiscal year. In the 2009-10 fiscal year the minister reported on March 25, 2010. This annual reporting time period the Minister reported on April 19, 2011. Public information sessions were held in six communities: Happy Valley-Goose Bay, Labrador City, Churchill Falls, Port Hope Simpson, L'Anse Au Loup and Nain from April to September 2010. An ongoing communications strategy is in place to ensure that all relevant Provincial Government press releases include *Northern Strategic Plan* goals, objectives or commitments.
Objective Indicator	NSP commitments are reflected in annual budgets
Performance	The Department worked closely with the Department of Finance to ensure accurate financial records are maintained with respect to the *Northern Strategic Plan*. New commitments identified from the budget process are inputted into the *Northern Strategic Plan* framework and progress is monitored. The Department also maintained financial information on department /agency specific commitments as it relates to the *Northern Strategic Plan* framework. An additional $168 million was budgeted from the Provincial Government process in 2010-2011 under the *Northern Strategic Plan*.

Objective Indicator	Departments are supported in fulfilling their NSP obligations
Performance	The Department assigned staff to support department/agency designates on an on-going basis to ensure accurate financial and monitoring information is maintained in the framework. In October 2010, representatives of all relevant departments/agencies gathered in Happy Valley-Goose Bay and were provided an opportunity to discuss all aspects of the *Northern Strategic Plan* reporting as well as an update on the status of the *Northern Strategic Plan*. Any department/agency with commitments in the *Northern Strategic Plan* is contacted regularly to provide updates on their specific commitments. Reporting on the progress of *Northern Strategic Plan* commitments require Deputy Minister approval
Objective Indicator	New initiatives for the NSP are added, identified and evaluated
Performance	Previous *Northern Strategic Plan* initiatives and commitments were evaluated through the *Northern Strategic Plan* planning session and executive meetings held in the fall of 2010. The purpose of the session/meetings is to review commitments identified in the monitoring framework and to explore options to support *Northern Strategic Plan* goals and objectives in the coming years. New initiatives introduced in 2010-2011 were included in the monitoring framework and evaluated throughout the year in consultation with relevant departments/agencies. In addition, previous commitments continued to be evaluated in 2010-2011. The Department conducted sessions with relevant departments and agencies on specific themes within the *Northern Strategic Plan* during May and June 2010 to analyze the goals and objectives in the *Northern Strategic Plan*. A total of six sessions were held. As of March 31, 2011, there are a total of 228 commitments identified in the *Northern Strategic Plan*; an increase of 20 new commitments for 2010-2011.

Objective Indicator	Mechanisms to evaluate the five-year NSP are developed in preparation for the NSP's final report
Performance	The *Northern Strategic Plan* is being evaluated on an output level rather than an outcome level and all commitments are being tracked through an accountability framework. The Department continued to further *Northern Strategic Plan* goals and objectives by working closely with Provincial Government departments and agencies on existing and new *Northern Strategic Plan* commitments and monitoring all monies spent to support *Northern Strategic Plan* initiatives. On October 7, 2010 all designates attended the *Northern Strategic Plan* planning session held in Happy Valley-Goose Bay where progress on commitments from each department and agency was summarized and discussed. Executive meetings were held in October 2010 to discuss the status of the *Northern Strategic Plan* and any potential initiatives that could be considered to support its goals and objectives.

Discussion of Results:

The Department continued to lead the *Northern Strategic Plan*. To date, the Department has been successful in establishing mechanisms by which to monitor the *Northern Strategic Plan*. Progress continues with total commitments increasing from 145 in April 2007 to 228 by March 31, 2011 with a total investment of over $580 million to support Labrador's economic and social development.

Issue 2 Public Awareness

The Department communicated its mandate and accomplishments to the public through formalized processes such as news releases, Ministerial statements and speeches. Public awareness continues to be a priority. Many of the activities of the Department required a collaborative effort with other departments, such as addressing the needs of Aboriginal women and communities and implementation of the *Northern Strategic Plan*.

Public awareness is directly linked to the department's strategic directions and progress is supported through consultations, where and as appropriate, with Aboriginal people with respect to Aboriginal interests on social policy and by encouraging communications and partnerships to enhance economic and social development throughout Labrador.

Report on Goal

Goal: By March 31, 2011, the Department of Labrador and Aboriginal Affairs will have better informed the Province of Government's contributions to Labrador and the Aboriginal community.

Measure: Better informed province

Goal Indicators: Increased consultations with the public on Labrador and Aboriginal initiatives and
Increased Public communications activities

Since baseline data on consultations with the public was not compiled for the period prior to 2008-2009 to 2010-2011 we are unable to provide a definitive comparison between before and after the period of the business plan. The following actively demonstrates efforts by the Department to support the indicators.

Between April 01, 2008 and March 31, 2011 the Department issued 225 News Releases (including media advisories), 20 Ministerial Statements and 15 advertisements to inform the public of departmental program updates, interdepartmental meetings, Ministerial appearances, funding announcements, items of public interest, inter-jurisdictional meetings, and related departmental activities.

Examples of speeches from the Minister of Aboriginal Affairs over the past three years include: Innu Coat Ceremony; Aboriginal Day of Action; National Aboriginal Women's Summit; Cultural Circle; Nain Youth Justice Camp; Sheshatshiu school opening; Newfoundland Aboriginal Women's Network conference; and the Conne River Powwow.

Examples of speeches from the Minister of Labrador Affairs over the past three years include: Labrador Fisherman's Shrimp Company; Kidney Dialysis, opening; Expo Labrador; Caribou Workshop; Labrador West Pre-Budget Announcement; Labrador North Chamber of Commence; Trans Labrador Highway paving starts; and the Olympic Torch Relay.

Over the past 3 years, the Department conducted two visits per year to all communities involved in the AFS. In 2010 a program information poster was distributed to all retailers to display in their establishments, providing information about the program. A website link and a toll free phone number for program inquiries are also referenced as public information tools.

As well in each of the past 3 years the Department met with Labrador Transportation Grooming Subsidy clients for a pre-season planning session with proponents to reiterate the administration process, and to discuss innovative ways to ensure effective grooming operations and public safety on the trail system.

On October 19, 2009 a revised departmental website was launched. The layout and design was aligned with Provincial Government websites thus providing the public with a consistent and easy way to access departmental information. A description of each subsidy/program and departmental contact information is maintained and updated on the Department's website.

The Department held information sessions on progress of the *Northern Strategic Plan* in the spring of 2010.

Over the past 3 years, the Department also utilized press releases to provide updated program information to the public.

Goal

Indicator: Data collection methods are enhanced to assist the department in better informing the public

In 2010, the Department created a community profile database which contains detailed community information for all communities in Labrador. The profile allows the Department to easily access information on Labrador communities when required. Each profile is updated regularly to reflect changes within the communities, including up to date information regarding contact information for community leaders. Statistical information is provided from the Newfoundland and Labrador Statistics Agency community accounts. Information contained in the profile includes the population of each community as of the last census (2006), along with community facilities, community economic base and available government services.

Goal

Indicators: Public informed of progress on Labrador and Aboriginal initiatives and
Processes are enhanced to effectively communicate the programs and services of the department

In the past three years the Department has regularly informed the public on progress of Labrador and Aboriginal initiatives.

The public is informed of the Labrador Transportation Grooming Subsidy through annual fall meetings with representatives from Inuit Community Governments and Development Associations to discuss the upcoming grooming season.

Over the past three years meetings were held on a regular basis with retailers and wholesalers involved in the AFS to ensure the program was administered effectively. Food basket surveys were conducted on a regular basis in select Labrador communities to gauge food costs. AFS brochures and posters were distributed regularly to inform the public and retailers of the program and any necessary changes.

Over the past three years the Program Coordinator communicated with retailers and community residents on a regular basis about the AFS program and concerns over pricing. Most recently the Department established an AFS interdepartmental evaluation committee consisting of six government department/agency representatives.

Additionally, the Department created a Labrador Announcement database with the objective of compiling a database that was:

- Relevant to Labrador;
- Easy access and quick retrieval ;
- Cumulative; and,
- User friendly (data entry and for users).

Through a review it was deemed that the information was redundant due to regular internal updates from the Department. In addition, limitations due to the period of time media outlets store announcements proved to be a hindrance. Communications continues to provide Government announcements and media updates.

Goal

Indicators: Departments are supported to enable Labrador and Aboriginal interests to be accurately reflected in Provincial Government media communications

The Department corresponded with communication staff of all Provincial Government departments /agencies. The Department, in conjunction with Provincial Government departments /agencies, issues joint news releases. Over the past three years, approximately 95% of news releases were issued with one or more Provincial Government departments /agencies.

Report on Objective

2010/11
Objective: By March 31, 2011, the Department of Labrador and Aboriginal Affairs will have better informed the province of Government's contributions to Labrador and the Aboriginal community by continuing to implement priority strategies

Measure	Better informed province
Objective Indicator	Descriptive profiles of all communities throughout Labrador developed by Labrador Affairs Branch
Performance	The Department created a community profile database which contains community information for all communities in Labrador. The profile allowed the Department to access information on Labrador communities quickly when required. The profiles are updated regularly to reflect changes within the communities, including information regarding contact information for community leaders. Statistical information is provided from the Newfoundland and Labrador Statistics Agency as of the last census (2006), including: community population, community facilities, community economic base, and services available.
Objective Indicator	Finalized an announcement database that tracks information on Labrador and Aboriginal issues
Performance	The Department created a Labrador Announcement database with the objective of compiling a database that was: • Relevant to Labrador; • Easy access and quick retrieval ; • Cumulative; and, • User friendly (data entry and for users).

Through a review it was deemed that the information was similar to regular internal updates from the Department. In addition, limitations due to the period of time media outlets store announcements proved to be a hindrance. Communications continues to provide Government announcements and media updates.

Objective Indicator	Continued engagement with stakeholders regarding: Labrador Transportation Grooming Subsidy Air Foodlift Subsidy

Performance

Labrador Transportation Grooming Subsidy

- Seasonal Trail Inspector was hired for the winter grooming season in November 2010 to assist Communities and Associations in winter trail development and inspect any trail construction and check safety conditions.
- Monthly claims submitted by Inuit Community Governments and Development Associations to the Program Coordinator.
- The Department held one on one tele-conference meetings with representatives from Inuit Community Governments and Development Associations in December 2010 to discuss the upcoming grooming season.
- Bi-weekly telephone calls were made to respective Inuit Community Governments and Development Associations for trail issues and claim submissions.
- Monthly inspections of the groomed winter trail by Inspector and the groomer operators were conducted.
- The Trail Inspector communicated regularly with groomer operators in relevant communities.
- The Trail Inspector met with Communities and Development Associations to develop year end recommendations which were submitted to the Department for future trail improvements.

Air Foodlift Subsidy (AFS)

- Meetings and teleconferences were held with officials from Aboriginal Affairs and Northern Development Canada to monitor changes to the federal subsidy program and its impact on Labrador retailers.
- Food basket surveys were conducted in select Labrador communities to gauge food costs.
- An AFS poster was printed and distributed to eligible retailers to display in stores for customer awareness.
- The Department prepared and distributed AFS information packages to retailers.
- Program Coordinator communicated with retailers and community residents about the AFS program and concerns over pricing.
- An AFS interdepartmental evaluation committee consisting of six government department/agency representatives was established.

Objective Indicator	Continued public awareness of departmental programs
Performance	The Department conducted two visits per year to all communities involved in the AFS. In 2010 a program information poster was distributed to retailers for posting in establishments. The poster provides information about the program, as well as a website link and a toll free phone number for program inquires. The Department held regular meetings with Labrador Transportation Grooming Subsidy (LTGS) clients. A pre-season planning session with proponents took place on December 2010 to reiterate the administration process and to discuss innovative ways to enhance grooming operations for the coming season. In addition to this, the Trail Inspector and Program Coordinator also contacted the Inuit Community Governments and Development Associations on a regular basis. A description of the AFS and the LTGS and departmental contact information is maintained and updated on the Department's website. The Department held six information sessions on progress of the *Northern Strategic Plan*. Media Advisories were issued to inform the public in advance of each session taking place. The Department utilized press releases to provide updated program information to the public. In December 2010 and January 2011 departmental news releases were issued for both the Labrador Transportation Grooming Subsidy and the AFS to inform the public of government's contributions to both initiatives.
Objective Indicator	Continued to consult and communicate with the public on initiatives affecting Labrador and Aboriginal people of the province
Performance	The Department participated in and/or attended: • Combined Councils of Labrador AGM; • Central Labrador Economic Development Board AGM; • Labrador West Community Advisory Panel meetings; • Destination Labrador meetings; • Labrador Salmonid Advisory Committee meeting; • Pre-Budget Consultations in Labrador West and Central Labrador;

- Institute for Environmental Monitoring and Research meeting;
- Environmental Management and Planning Consultative Committee meetings;
- Technical Environmental Review Committee under the Voisey's Bay Environmental Management Agreement meeting;
- Poverty Reduction Round Table meetings;
- Labrador Aboriginal Training Partnership meetings;
- Air Foodlift Subsidy and Labrador Transportation Grooming Subsidy meetings;
- Transportation Forum (St Barbe) meeting;
- Needs Assessment Survey on Labrador West meeting;
- Aboriginal Affairs and Northern Development Canada meetings;
- Newfoundland and Labrador Arts Council community forum (Labrador City and Happy Valley-Goose Bay);
- Violence Prevention Labrador meetings;
- Symposium on the Social Economy of the North;
- Nalcor Lower Churchill Falls Project Transmission Line Information Sessions;
- Nalcor Lower Churchill Falls Project Generation Project Information Sessions;
- Lower Churchill Falls Generation Project, Environmental Assessment Panel Hearings, Happy Valley-Goose Bay (seven)
- Eagle River Development Association AGM; and
- Labrador Agricultural Research meeting (Happy Valley-Goose Bay).

The Department conducted an AFS survey in June and July 2010 to gauge awareness and identify options for program improvements. Results of the survey helped to inform Department on future direction of the program.

The *Northern Strategic Plan* mid-term progress report was released on March 25, 2010 to better inform residents of Labrador of the *Northern Strategic Plan*'s progression to date. The Department held public sessions and presented the *Northern Strategic Plan* progress report during the Spring of 2010 at the following locations:

- Happy Valley-Goose Bay, April 09;
- Port Hope Simpson, April 14;
- L'Anse Au Loup, April 15;
- Nain, May 28;
- Labrador West, June 18; and,
- Churchill Falls, September 20.

The Department consulted with and communicated to the public on issues affecting the people of Labrador and the Aboriginal people of the province. Meetings were held in numerous locations to obtain perspectives and to gain insight into conditions and issues affecting both Labrador and the Island.

	The role and mandate of the Department were reiterated though meetings and speeches by the Ministers of Labrador Affairs and Aboriginal Affairs. Examples of speeches include: Minister of Aboriginal Affairs • Tele-Robotics opening – Nain; • Aboriginal Women's Conference; • Labrador Aboriginal Training Partnership; and, • Labrador Winter Games. Minister of Labrador Affairs • Labrador Aboriginal Training Partnership Emcee; • Long Term Health Care facility, opening; • *Northern Strategic Plan* info sessions opening remarks; and, • Ecole Boreale opening. The Department updated its website regularly that provided contact information including a tool free number. The web site also included a brief overview of responsibilities and activities of the Department.
Objective Indicator	Completed a draft report to the National Aboriginal Women's Summit Working Group's Senior Advisory Committee that will address provincial recommendations that reflect the priorities of Aboriginal women within the province
Performance	The Department completed a draft report for the National Aboriginal Women's Summit Working Group's Senior Advisory Committee to address the provincial priorities of Aboriginal women within the Province. Some of priorities include providing funding to Aboriginal organizations/governments to address best practices for program delivery, ensuring Aboriginal women's representation at the policy and programming level to address long term needs of Aboriginal communities, and, establishing positions at all major education centres with the purpose of providing a resource centre for all Aboriginal people in a culturally sensitive manner. In regard to best practices and program delivery the Women's Policy Office (WPO) hosts the annual Provincial Aboriginal women's conference where Aboriginal women come together to share and receive information on current programs and services, and discuss issues and themes suggested at previous years conferences.

The Department has been approved funding until November 30, 2011 for a position dedicated to working on Aboriginal women initiatives.

As well, the Department of Education provided term funding to Memorial University for two positions at the Native Liaison Office, and the College of the North Atlantic in Happy Valley-Goose Bay has an Aboriginal Resource Centre which opened in February 2010 and is staffed by a Coordinator and an Aboriginal Resource Specialist.

Discussion of Results:

Excellent progress has been made towards implementing strategies to better inform the province of Government's contributions to Labrador and the Aboriginal community.

Issue 3 Labrador and Aboriginal Interests Reflected in Provincial Government Policy and Programs

Residents of Labrador and Aboriginal people throughout the province have unique social and economic needs resulting from historic, social, cultural and geographic factors. The Department played a key role in ensuring that information and advice regarding these factors informed Provincial Government policy. The Department addressed Aboriginal women's interests and worked with the Federal Government and Aboriginal organizations/governments to ensure they benefit from federal programs and services. The Department provided updates on the Department's mandate and role and how its interests are reflected in Provincial Government policy and programs.

The Department's Business Plan identifies the importance of reflecting Labrador and Aboriginal interests in Provincial Government policy. The Plan's strategic directions outlined under Labrador interests and Aboriginal interests in social policy complement the 2010-2011 objectives through the accomplishments as presented.

Report on Goal

Goal: By 2011, the Department of Labrador and Aboriginal Affairs will have provided input to support the consideration of Labrador and Aboriginal interests in Provincial Government policy and programs.

Goal
Indicator: Advocated for the Labrador and Aboriginal perspectives in the development of Provincial Government policy and programs

Measure: Provided input

Over the past 3 years, the Department advocated the perspectives of both Labrador and Aboriginal people through the development and sharing of departmental papers, attending committee meetings and providing input into interdepartmental working groups. The Department communicated with departmental designates on the *Northern Strategic Plan*.

As well, the Department reviewed resource development applications and environmental assessment processes to ensure Labrador and Aboriginal perspectives are considered and that Aboriginal organizations/governments are consulted appropriately. This review ensures Aboriginal perspectives and the LILCA rights are considered and, where appropriate, Aboriginal organizations/governments that are potentially affected by the proposed development are provided with opportunities to provide input and perspectives.

Senior Officials regularly participate in scheduled Assistant Deputy Minister and Deputy Minister interdepartmental meetings.

The Department worked with other Provincial Government departments to ensure Aboriginal and Labrador perspectives are considered when developing policy, programs and initiatives. To do this the Department actively participated in a number of horizontal initiatives / interdepartmental working groups such as:

- Labrador Regional Senior Management Council;
- *Violence Prevention Initiative*;
- *Poverty Reduction Strategy*;
- *Healthy Aging Strategy*;
- Skills Task Force Interdepartmental Working Group;
- *Youth Retention and Attraction Strategy*;
- Immigration and Multiculturalism Committee;
- Committee on the Inclusion of Persons with Disabilities;
- Business Continuity Plan;
- *Early Childhood Learning Strategy*;
- Regulatory Reform Initiative;
- Natural Areas System Plan;
- Provincial Coastal and Oceans Network; and,
- Provincial Aboriginal Identifier Working Group.

The Department provided comments on draft Strategic Plans, Business Plans and Activity Plans of Provincial Government departments and agencies.

The Department led the development of government policy concerning the programs it administers including the Air Foodlift Subsidy, Labrador Transportation Grooming Initiative, Suicide and Detrimental Lifestyles Prevention Grant and the *Northern Strategic Plan*.

Goal
Indicator: Government consultations are supported to enable Labrador and Aboriginal perspectives to be considered

The Provincial Government conducts consultations to gather input into the decision making process on government policy. The Department ensured that Labrador and Aboriginal perspectives are considered during these Government consultations.

Government consultations supported by the Department over the past 3 years include:

- Pre-Budget consultations during the winter of 2010 in Labrador West and Central Labrador;
- Presented the perspective of Labrador issues to the Lower Churchill Project Environmental Assessment Panel in March 2010; and,
- George River Caribou Herd Consultations.

On a regular basis, Provincial Government departments engaged the Department for advice on how to effectively consult people from Labrador and Aboriginal communities.

Goal
Indicator: Government policy and programs are evaluated to determine potential impacts on Labrador and the Aboriginal community

In 2009, an AFS interdepartmental evaluation committee consisting of six relevant government department and agency representatives was established to monitor and evaluate the AFS program. The Department assessed changes to the federal subsidy program, Nutrition North Canada, to determine potential impacts on Labrador retailers and residents, and revised the AFS program accordingly.

All Provincial Government departments will be developing evaluation plans in 2012 to identify priority policy and program areas for future performance monitoring and evaluation. The Department worked with the Provincial Government Programs Office to develop its own departmental evaluation plan and the necessary mechanisms to monitor and or evaluate programs. Consideration on the need for further evaluation of the departmental programs, beyond the current performance monitoring practices will be determined.

The Department reviewed all Provincial Government policy and program related documents to identify any potential impacts on Labrador and Aboriginal communities. The Department also reviewed policies, programs and plans from other jurisdictions to determine potential impacts on Provincial Government program delivery.

Goal
Indicator: Aboriginal interests respected regarding resource development in Labrador

The Department has played an integral part in facilitating consultation to ensure that Aboriginal organizations'/governments' concerns are addressed before departments and agencies make decisions or take actions that have the potential to adversely impact asserted Aboriginal rights. The Aboriginal Affairs Branch is a key government stakeholder in the environmental assessment process, and has contributed key advice and support on Aboriginal consultation to the Lower Churchill Hydroelectric Generation Development and the Labrador-Island Transmission Link Development. Aboriginal Affairs is also widely involved in guiding and advising on consultation of Aboriginal organizations/governments in mineral development and land use planning in Labrador, particularly with respect to hydroelectric development and iron ore mining in Labrador.

Report on Objective

2010/11
Objective: By March 31, 2011, the Department of Labrador and Aboriginal Affairs will have provided input to support the consideration of Labrador and Aboriginal interests in Provincial Government policy and programs.

Measure	Provided input
Objective Indicator	Completed an evaluation of the Air Foodlift Subsidy Program
Performance	Evaluation of the Air Foodlift Subsidy Program was completed during the 2010-2011 fiscal year. An AFS interdepartmental evaluation committee was formed to examine AFS program options for future delivery and to monitor and evaluate the AFS program. Committee representation consists of six relevant government departments and agencies including: • Human Resources Labor and Employment (HRLE); • Health and Community Services (HCS);

	• Newfoundland Labrador Statistics Agency (NLSA); • Rural Secretariat (RS); • Deputy Minister of Government Programs, Cabinet Secretariat; and • *Poverty Reduction Strategy.* The committee is tasked to monitor any changes to the federal subsidy program and potential impacts on Labrador retailers.
Objective Indicator	Developed mechanisms to evaluate the Labrador Transportation Grooming Subsidy Program;
Performance	The Department administered the Labrador Transportation Grooming Subsidy Program and assesses subsidy allocations to relevant stakeholders on an annual basis. Departmental officials work closely with the Subsidy's clients in identifying practices and mechanisms to ensure a safe and reliable winter trail system for communities that have no road success. Further evaluation of trail upgrades and safety practices occur annually. If additional requirements are identified outside the program budget, requests are made through the regular budget process. Since Government recently developed an Evaluation Policy, the Department has not developed a mechanism to evaluate the Labrador Transportation Grooming Subsidy Program. The Department sat on the Evaluation Policy committee. Consideration on the need for further evaluation of the LTGS, beyond the current practices will be determined upon further review of Government's Evaluation Policy.
Objective Indicator	Provincial Government consultations were supported to ensure Labrador and Aboriginal perspectives were considered.
Performance	The Department ensured that Labrador and Aboriginal perspectives were considered during these Government consultations. Government consultations supported by the Department in 2010-11 were: • Pre-Budget consultations during the winter of 2010 in Labrador West and Central Labrador; • Presented the perspective of Labrador issues to the Lower Churchill Project Environmental Assessment Panel in March 2010; and, • George River Caribou Herd Consultations.

	The Department continued to communicate with designates on the *Northern Strategic Plan*.
	The Department assisted the Department of Health and Community Services in conducting food surveys in Labrador communities to better assess the cost of groceries in these communities. Previous to this, data on Labrador food costs was not adequately collected.
Objective Indicator	Worked with Aboriginal governments/organizations on addressing Aboriginal suicide and detrimental lifestyles within the province
Performance	The Department worked with Aboriginal governments/organizations on addressing suicide and detrimental lifestyles by providing eight grants through the Suicide and Detrimental Lifestyles Grant Program totaling in excess of $92,900; to fund programs to provide culturally relevant resources / programs to assist Aboriginal youth in dealing with drug and alcohol addictions as well as other detrimental lifestyle issues.
Objective Indicator	Worked with other departments to provide support for initiatives affecting the health and well being of Aboriginal people – including the prevention of violence against women
	The Department was represented on a Provincial Aboriginal Data Identifier Working Group, led by the Department of Health and Community Services and the Newfoundland and Labrador Center for Health Information. The Working Group's mandate is to develop a method to identify the records of Aboriginal people within key provincial health information systems and facilitate the adoption and implementation of the identifier. After considerable consideration over the past year, the Working Group members have decided on self report questions and are in the process of analyzing various implementation approaches for the integration of this data element into the data collection processes of target systems. The Department worked with the Department of Health and Community Services' Aboriginal Liaison Health Division to develop a holistic and collaborative Provincial Aboriginal Health Policy Framework (AHPF). A steering Committee was established to draft a Framework in collaboration with Aboriginal organizations/governments throughout the Province. The Department was represented on the Interdepartmental *Healthy Aging Strategy* Committee and has worked to develop a Provincial Healthy Aging Framework for healthy aging in the Province. The Department provided insight into the unique perspectives of Aboriginal seniors/elders by ensuring

Performance	Aboriginal culture is recognized and respected. During the year, planning of the Seniors of Distinctions Awards included recognition of language issues, resulting in posters for the Awards Program being translated into both Inuktitut and Innu-aimun. The Department was a member of the *Poverty Reduction Strategy* (PRS) working group. In 2010-11 Women's Policy Initiatives under the PRS, in which the Department provided an advisory role, included: • In 2009/2010 the Newfoundland Aboriginal Women's Network (NAWN) received operational funding from the Women's Policy Office for the first time in the amount of $100,000. NAWN now enters into an annual contractual agreement with the Women's Policy Office for this $100,000 in annual funding for the provision of core services, including: a full-time administration position; the provision of education and information on important matters relating to career development; poverty reduction; leadership skills development; health and wellness programs; cultural awareness and development programs; culturally relevant gender based analysis training; violence prevention; governance; and, community partnership building. In 2010-11 the Province supported Inuit Women by providing a program that offers a series of capacity-building workshops in the five Inuit communities on a range of issues including violence prevention, cultural wellness, self esteem, assertiveness, healthy relationships, healthy eating, traditional cultural practices and information and other health and wellness needs. These activities were supported with funding PRS in the amount of $125,000 per year since 2010/11.
Objective Indicator	Continued to ensure the perspectives of Aboriginal people and Labrador residents are incorporated or considered by evaluating Provincial Government policy and programs
Performance	The Department advocated the perspectives of both Labrador and Aboriginal people through the development and sharing of departmental papers, attending committee meetings and providing input into interdepartmental working groups. The Department reviewed all resource development applications and environmental assessment processes to ensure Labrador and Aboriginal perspectives are considered and that Aboriginal organizations/governments are consulted appropriately. The Department provided comments from a Labrador perspective on the 'Report of the Auditor General To the House of Assembly for the year ended March 31 2010'. The Department also provided comments on draft Strategic Plans, Business Plans and Activity Plans of Provincial Government departments and agencies. The Department worked with other Provincial Government departments to ensure Aboriginal and Labrador perspectives are considered when developing

policy, programs and initiatives. To do this the Department actively participated in a number of horizontal initiatives / interdepartmental working groups including:

- Labrador Regional Senior Management Council;
- *Violence Prevention Initiative*;
- *Poverty Reduction Strategy*;
- *Healthy Aging Strategy*;
- Skills Task Force Interdepartmental Working Group;
- *Youth Retention and Attraction Strategy*;
- Immigration and Multiculturalism Committee;
- Committee on the Inclusion of Persons with Disabilities;
- Business Continuity Plan;
- *Early Childhood Learning Strategy*;
- Regulatory Reform Initiative;
- Natural Areas System Plan;
- Provincial Coastal and Oceans Network; and,
- Provincial Aboriginal Identifier Working Group.

The Department provided advice on mineral exploration referrals and applications and Crown Land applications.

Issue 3 Discussion of Results:

The Department understood the unique social and economic needs of the people of Labrador and the Aboriginal people of the Province. The Department worked with other Provincial Government departments and agencies to communicate the perspectives on issues facing Aboriginal people and residents of Labrador.

Issue 4 Effective Relations with Aboriginal Peoples

The Department played the lead role in negotiating the Innu Nation's land claim, and implementing the LILCA land claims agreements on behalf of the Provincial Government. Successful settlement of land claim agreements foster social and economic development while taking into consideration the historic, cultural, social and economic circumstances of Aboriginal people. Negotiating and implementing land claims agreements can help Aboriginal people attain increased self-reliance and autonomy. Successful land claims benefit all residents of the Province. As well, the Department was the lead on providing advice on any duty to consult that may be owed to any Aboriginal organization.

Joint Cabinet Meeting between the Provincial Government and Nunatsiavut Government Executive Council

Note to Reader: It is important to note that due to the nature of tripartite negotiations that it may be difficult to establish and meet specific milestones. Further, land claims negotiations are confidential; accordingly, it is not possible to report in detail on specific aspects of those negotiations. Moreover, while there may be agreement amongst the Parties on particular aspects of an Agreement, none of this is final until agreement is reached on all aspects of the proposed Agreement.

Report on Goal

Goal: By 2011, the Department of Labrador and Aboriginal Affairs will have made all reasonable efforts to negotiate and implement agreements with Aboriginal people

Measure: Made all reasonable efforts to negotiate land claims and self-government agreements

Goal Indicator: Participated in negotiation sessions

Innu land claim negotiations are usually conducted in monthly, multi-day, face-to-face negotiation sessions amongst the Federal Government, Newfoundland and Labrador and the Innu Nation in four venues: Sheshatshiu, Natuashish, Ottawa, and St. John's. This enables Elders and community members to attend and participate in the sessions.

Over the past three years, the number and type of meetings has varied due to the nature and intensity of negotiations surrounding the milestone agreements. For example, in 2008/09, 14 tripartite sessions were held in an effort to fast-track negotiations. In 2009/10, there were only 11 tripartite negotiation sessions; however, this decrease was reflective of an increase in bilateral negotiations between the Province and the Innu Nation towards a Bilateral AIP. Once the Bilateral AIP was completed, tripartite negotiations were resumed with the objective of achieving a tripartite AIP. In 2010/11, there were 12 tripartite negotiation sessions, and at least as many conference calls, to accelerate the process to achieve tripartite AIP

Goal Indicator: Provided proposals and counter proposals

Provincial negotiators developed and presented proposals and counter-proposals to the tripartite negotiation table to address the major issues of concern and refine the legal text to capture the essence of the agreement among the Parties and ensure that provincial interests were addressed and properly captured. By March 31, 2011, the Province was on the cusp of concluding a land claim AIP with the Innu Nation.

Goal Indicator: Consulted with Provincial Government departments

Working with provincial line departments, the Provincial Innu Land Claim Steering Committee, the Innu Land Claim New Dawn negotiators, and provincial negotiators developed and presented proposals and counter-proposals. This involved extensive consultation with departmental representatives to develop technical and policy solutions to address challenging issues at the negotiation table.

- The Department reviewed proposed policies, programs and legislation to ensure conformity with the LILCA.

- The Department ensured that the interests of Aboriginal peoples are considered by all departments through a review of departmental/agency initiatives. Input on issues affecting Aboriginal people of the Province is completed by reviewing these initiatives as well as having officials actively participating on interdepartmental working groups and horizontal initiatives.

Goal
Indicator: Strived to achieve Agreement in Principle with the Innu Nation

Provincial negotiators continued to work with the Innu Nation and the Federal Government towards a tripartite Agreement-in-Principle (AIP). This involved participation in face-to-face tripartite sessions and numerous conference calls. As well, higher level meetings were held to address major issues that could not be resolved at the negotiation table.

By September 26, 2008, the New Dawn Agreement was signed. The New Dawn Agreement represented a significant step in the tripartite land claim negotiation process towards an AIP. Subsequent negotiations, based on the New Dawn Agreement direction, resulted in the Bilateral AIP which was signed on February 16, 2010. By March 31, 2011, the 31 chapters of the tripartite AIP were undergoing final Newfoundland Labrador-Innu negotiation in preparation for the anticipated initialing of an AIP in early 2011/12.

Goal
Indicator: Prepared for self-government agreements

The Department prepared for self-government agreements by negotiating the Self-government Chapter of the tripartite Innu AIP which sets out the framework for continued self-government negotiations between AIP and Final Agreement.

On 9 December 2004, Miawpukek First Nation (MFN), the Government of Canada and the Province announced the beginning of formal self-government negotiations and on 28 April 2005 signed a Self-Government Framework Agreement which sets out the areas in which MFN's law-making powers would be negotiated, including management of resources, preservation of culture and economic development opportunities. The Province, Canada and the MFN are currently negotiating a non-binding Agreement-in-Principle (AIP) which would be released for public review and comment and be the basis for concluding a binding final agreement. Negotiations towards the AIP, which began in 2004, are continuing.

Measure 2: Made all reasonable efforts to implement land claims and self-government agreements

Goal
Indicator: Met Province's obligations under the Labrador Inuit Land Claims Agreement

A representative of the Department sat on a tripartite Implementation Committee with a representative of the Nunatsiavut Government and a representative of the Government of Canada. This Committee is responsible for overseeing and monitoring the implementation of the Agreement and meets on average three to four times a year.

The Department, in consultation with other departments, sought authority to appoint provincial members and members jointly appointed by the Government of Canada and/or Nunatsiavut Government to the boards and committees established under the Agreement.

The Department was responsible for the negotiation with the Nunatsiavut Government and the Government of Canada of annual funding agreements for the operations of the Torngat Wildlife and Plants Co-management Board and the Torngat Joint Fisheries Board.

The Department, in consultation with other provincial departments and agencies, took the lead in meeting the Province's obligations as set out in the Land Use Planning chapter of the Agreement including coordinating the review and response of the draft land use plan that was submitted to the Province and the Nunatsiavut Government by the Regional Planning Authority for review in August 2010.

The Department also took the lead in discussions with the Nunatsiavut Government and the Government of Canada on amendments to the Labrador Inuit Land Claims Agreement. Specifically, in December 2009 the Province passed two Bills to amend the *Labrador Inuit Land Claims Agreement Act*. Bill 47 detailed amendments to the *Act* to incorporate the Nunavik Inuit/Labrador Inuit Overlap Agreement into the Agreement. These amendments came into effect in May 2010. Bill 46 detailed amendments to the *Act* to incorporate changes made to the Agreement between the date it was signed (January 22, 2005) and the effective date (December 1, 2005). These amendments, which were essentially housekeeping in nature, were retroactive to the effective date of the LILCA.

Goal
Indicator: Negotiated funding agreements

Negotiated tripartite funding agreements for the Torngat Wildlife and Plant Co-management Board and the Torngat Joint Fisheries Board.

NL supports the devolution of provincial education programs to Aboriginal organizations/governments and the recognition of Aboriginal jurisdiction over education through self-government agreements, provided provincial education standards are maintained, or an equivalent curriculum developed, to ensure Aboriginal students can graduate and transfer between school systems in the Province and in other provinces/territories. The Province, the Federal Government, Innu Nation and the two Innu Band Councils worked together to create Band schools in Sheshatshiu and Natuashish. The Province delivered education on the two Reserves, under an agreement with the Federal Government up to June 2009. In July 2009, the two Reserves took over the operations of these schools, while continuing to follow the Provincial curriculum. The governance model for Innu is a first in Canada with an education board with representation from both communities to provide oversight and coordinate shared services.

Goal
Indicator: Participated in Nunatsiavut Government-federal-provincial meetings

The Department actively participated in Implementation Committee meetings with the NG and the Federal Government. The Implementation Committee is a tripartite committee established in accordance with the LILCA which oversees and monitors implementation of the LILCA. This Committee meets on average three to four times a year.

In March 2009 the Department participated in a LILCA information session with the Federal Government and NG to inform Environment Canada employees on the practical implementation of the LILCA.

Report on Objective

2010/11
Objective: By March 31, 2010, the Department of Labrador and Aboriginal Affairs will have taken measures to prepare for initialing of the Innu land Claims Agreement in Principle, and developed strategies in preparation for transfer of programs (e.g., education) to the Nunatsiavut Government.

Measure	**1 Made all reasonable efforts to negotiate and complete land claims and self-government AIP in preparation for initialing of AIP;, and,** **2 Made all reasonable efforts to implement land claims and self-government agreements and develop strategies in preparation for transfer of programs.**
Objective Indicator	Provided advice to departments and agencies on obligations in the LILCA
Performance	The Department reviewed all issues pertaining to obligations under the Labrador Inuit Land Claims Agreement. The Department communicated with departments and agencies on an ongoing basis respecting LILCA obligations including providing advice on draft correspondence, policies, and programs.

	Aboriginal Affairs sat on: • Provincial Coastal and Oceans Network which developed the *Coastal and Oceans Management Strategy and Framework*; • Climate change working group with Department of Environment and Conservation, the Office of Climate Change, Energy Efficiency and Emissions Trading and the Nunatsiavut Government to collaborate on the *Climate Change Adaptation Strategy for Northern Labrador*; and, • Environmental Assessment Committee for the Labrador-Island Transmission Link Project (Lower Churchill Project). Aboriginal Affairs provides advice on mineral exploration referrals and applications and Crown Land applications, and to the Interdepartmental Land Use Committee (ILUC). Aboriginal Affairs sat on the federal/provincial/Innu boundary working group to delineate the boundaries of the proposed Mealy Mountain National Park.
Objective Indicator	Facilitated communications respecting implementation of the LILCA among the Provincial Government, Federal Government and Nunatsiavut Government
Performance	Aboriginal Affairs sat on the tripartite Implementation Committee with the Federal Government and the Nunatsiavut Government. This Committee oversees and provides direction on implementation of the LILCA, which facilitated the communications between the parties.
Objective Indicator	Negotiated funding agreements for the continuing operations of boards and committees established in accordance with the LILCA
Performance	Tripartite funding agreements were negotiated to provide funding to the Torngat Wildlife and Plants Co-management Board and the Torngat Joint Fisheries Board.

Objective Indicator	Participated in tripartite Implementation Committee meetings respecting implementation of the LILCA in 2010/11
Performance	The Department actively participated in four Implementation Committee meetings held in 2010/11. Progress was made on the following priorities: • Overseeing Board Funding and Governance; • Amendments to the LILCA; • Monitoring and Tracking of LILCA Obligations; • Establishing the Dispute Resolution Board; and, • Educating Governments of the LILCA.
Objective Indicator	Facilitated Provincial-Nunatsiavut Government relations
Performance	Aboriginal Affairs facilitated Provincial-Nunatsiavut Government relations by providing ongoing advice to departments and agencies on how to appropriately engage the Nunatsiavut Government. Building upon their positive relationship, the Province hosted the First joint Provincial –Nunatsiavut Government Cabinet meeting on 28 October 2010
Objective Indicator	Continued to negotiate trilateral AIP with Innu Nation, including self-government chapters, with participation of other departments / entities
Performance	Tripartite AIP negotiations continued in the wake of the signing of the Innu-Newfoundland and Labrador Bilateral AIP (February 16, 2010). These negotiations focused on chapters of federal jurisdiction, such as Migratory Birds and Fisheries, self-government, and financial chapters, that were not included in the Bilateral AIP. Also, federal negotiators provided comments on the Bilateral AIP chapters, which were then negotiated amongst the three parties.

The Department liaised and conferred with other provincial departments and agencies regarding ongoing progress on land claim negotiations. Significant progress towards a tripartite AIP was made by the signing of a Financial Agreement between Canada and the Innu Nation on March 21, 2011.

The Department provided information to public and private individuals, organizations, and companies, regarding the implications of ongoing Innu land claim negotiations, in particular, the significance of the New Dawn Agreement.

Discussion of Results:

The Department made all reasonable efforts to negotiate and implement agreements with Aboriginal people. The Department provided ongoing communication regarding progress on Innu Land Claim negotiations, in particular, the implications of the New Dawn Agreement, to public and private individuals, organizations, and Provincial Government departments. The Province and the Innu Nation initialed the bilateral "New Dawn" Agreement, Churchill Falls Hydro-electric Development Redress Agreement and Lower Churchill Impacts and Benefits Agreements in February 2010 and by March 31, 2011 were on the cusp of concluding the Innu Tripartite Land Claim AIP.

The Year Ahead- Opportunities and Challenges

The Department was aware that there may be potential challenges and opportunities that will require further consideration as the Department proceeded with implementing its mandate. These opportunities will require negotiation, collaboration, coordination, facilitation and analytical expertise to ensure the mandate of the Department is met.

It is anticipated that the Provincial Government, the Federal Government and the Innu Nation will conclude the Innu Tripartite Land Claim Agreement-in-Principle in 2011. Acceptance of the New Dawn Agreement by the Labrador Innu Nation will introduce tremendous benefits to the Innu people of Labrador, and represent a major step forward for the development of Muskrat Falls. The Lower Churchill Impacts and Benefits Agreement will provide significant benefits to the Innu Nation, and ensures that the Labrador Innu will have priority for employment and business opportunities associated with the development. The New Dawn Agreement includes three elements: the Upper Churchill Redress Agreement, the land claims Agreement-in-Principle, and the Lower Churchill Impacts and Benefits Agreement (IBA). The Upper Churchill Redress Agreement will provide compensation to the Labrador Innu for impacts associated with the Upper Churchill Falls development, and settles the outstanding grievances of the Innu Nation with respect to damages suffered to Innu lands and properties as a result of the flooding caused by this development in the 1960s. Key elements of the IBA include a structured royalty regime and implementation funding to support the Innu Nation's involvement in the project during construction.

The land claims Agreement-in-Principle is a non-binding agreement that will form the basis for negotiating a final land claims agreement or treaty and will define Innu treaty rights and where those rights will apply in Labrador.

The opening of Phase III of the Trans Labrador Highway (TLH III) in 2009 linked Labrador West with the Labrador Straits. The year-round ferry service from Labrador to the Island permits easier access to communities of western, central and the south coast of Labrador. Now residents, visitors and industry have much more flexibility when travelling to and from Labrador. The expansion of the highway reduces travel cost greatly and creates diverse opportunities to the economy of Labrador. The Provincial Government will continue to improve the road system in 2011 installing pavement on Phase I from Labrador West to Central Labrador and through the installation of the weight station to monitor traffic from the western Labrador Quebec border. Changes to transportation infrastructure in Labrador will impact future program and service delivery through changes in transportation patterns.

Over the next few years, the expansion of the mining industry in Labrador West and construction of the Lower Churchill Hydro facility at Muskrat Falls will have a major impact on the Labrador economy. The economy is likely to expand at a rapid pace creating many business and employment opportunities. Preparation for the development of the Lower Churchill Hydro Project will continue into 2011-12 and

initiatives such as the Labrador Aboriginal Training Partnership support employment opportunities for Aboriginal people when the Project commences. Expansion of Labrador's economy will likely cause a population increase placing added pressure on existing Provincial Government infrastructure, and program and service delivery. In addition, there is likely to be increases in demands for housing in Central Labrador and Labrador West that may lead to a housing shortage and increases in housing costs. The population increase may place additional pressure on existing wildlife and fish stocks, resulting in continued wildlife enforcement demands. Furthermore, the increase in employment opportunities will place added pressure on Government's ability to recruit and retain public service employees in Labrador to ensure quality program and service delivery. The public service is already experiencing this and these challenges are reflected in *Northern Strategic Plan* recruitment commitments.

The Provincial Government continues to advocate for foreign military training and to promote diversification opportunities in the aerospace sector at 5 Wing Goose Bay.

The *Northern Strategic Plan* will enter the last fiscal year of its five-year strategy on April 01, 2011. The Provincial Government Programs Office will review the *Northern Strategic Plan* during the 2011-2012 fiscal year. A public report summarizing the work completed by Government in Labrador within the 5 year period of the *Northern Strategic Plan* will be produced. During the spring of 2010 the Department met with the general public and provided status updates on all Provincial Government commitments in the *Northern Strategic Plan*. Government commitments in Labrador will be monitored through the accountability framework of the *Northern Strategic Plan*. As in every fall, meetings will be facilitated by the Department with designates and officials in Provincial Government departments that have commitments in the *Northern Strategic Plan* to determine if program goals and objectives are being met. The *Northern Strategic Plan* is important to advancing social and economic development in Labrador.

Inside Saglek Bay

As referenced, there has been a steady decline in the George River Caribou population. In the coming years, the Department will support the efforts of the Department of Environment and Conservation to consult with residents and Aboriginal people of Labrador and to discuss management measures in an effort to stabilize the population of the herd.

Eligible proponents / applicants of the Air Foodlift Subsidy Program (AFS), the Labrador Transportation Grooming Subsidy Program, and the *Northern Strategic Plan* will be dealt with in a fair and consistent manner. Timelines and budgetary constraints of each program will be taken into consideration. Continued review of the AFS will proceed, with further consideration of evaluation requirements for other programs for the future.

An assistance plan for Inuit communities where homeowners face unique and difficult challenges associated with the registration of home heating oil tanks to meet compliance with Heating Oil Storage Tank System (HOST) Regulations will be worked on.

Through a combination of financial and in-kind resources, the Government Assistance Plan will encourage compliance with HOST in Inuit communities. Homeowners who participate will see a substantial reduction in the necessary expense to achieve compliance with HOST to a level comparable to costs incurred by homeowners in other parts of Labrador. Under the Government Assistance Plan, the Provincial Government will co-ordinate and pay for pre-inspections, reduce the per-unit cost of oil tanks through a bulk purchase, eliminate oil-tank shipping costs, and pay the travel costs of the licensed inspectors who will do the installations, repairs and registrations.

The Provincial Government will continue to hold seats on many Aboriginal, intergovernmental and interdepartmental committees and boards. The Provincial Government will continue to meet, consult and communicate with all those committees / boards to ensure Aboriginal and Labrador interests and concerns are being considered.

The Northern Development Ministers' Forum will be held in Newfoundland and Labrador in the 2011-12 fiscal year. Officials will continue to co-ordinate and collaborate with all northern jurisdictions in 2011-12 during the planning of this conference.

The Provincial Government will continue to ensure that all Aboriginal and Labrador issues are considered for policy development

Financial Statements

For the Year ending 31 March 2011 (unaudited)

		Estimates	
	Actual ($)	Amended ($)	Original ($)
Ministers' Office			
Salaries	501,510	501,600	524,400
Employee Benefits	642	2,000	2,000
Transportation and Communications	130,031	120,000	120,000
Supplies	9,567	10,300	6,000
Purchased Services	35,864	37,000	8,000
Property, Furnishings & Equipment	1,425	1,500	-
Total Minister's Offices	**679,039**	**672,400**	**660,400**
Executive Support			
Salaries	761,226	761,300	668,800
Employee Benefits	3,600	4,000	4,000
Travel and Communications	90,759	100,000	115,000
Supplies	3,457	4,000	4,000
Purchased Services	3,888	5,000	10,000
Property, Furnishings and Equipment	305	2,000	3,000
Total Executive Support	**863,235**	**876,300**	**804,800**
Total EXECUTIVE AND SUPPORT SERVICES	**1,542,274**	**1,548,700**	**1,465,200**
Aboriginal Affairs			
Salaries	777,889	777,900	864,500
Employee Benefits	350	1,000	1,000
Travel and Communications	98,670	100,000	200,000

Supplies	18,532	17,500	16,400
Professional Services	12,058	15,000	40,000
Purchased Services	2,149	10,000	57,500
Property, Furnishings and Equipment	9,316	9,400	-
Grants and Subsidies	557,656	584,000	584,000
	1,476,620	1,514,800	1,763,400
Revenue – Provincial	(10,639)	(10,700)	
Total Aboriginal Affairs	**1,465,981**	**1,504,100**	**1,763,400**
Labrador Affairs			
Salaries	549,508	549,600	530,400
Employee Benefits	1,957	2,500	3,500
Travel and Communications	106,338	120,000	115,000
Supplies	12,689	15,000	12,300
Professional Services	3,979	5,000	7,000
Purchased Services	156,527	159,000	120,000
Property, Furnishings and Equipment	3,980	3,700	5,000
Grants and Subsidies	779,765	789,000	949,000
Total Labrador Affairs	**1,614,743**	**1,643,800**	**1,742,200**
Total: LABRADOR AND ABORIGINAL AFFAIRS	**3,080,724**	**3,147,900**	**3,505,600**
Total Department	**4,622,998**	**4,696,600**	**4,970,800**

*Report on the Program Expenditure and Revenue of the Consolidated Revenue Fund for the Year ended March 31 2011 (Unaudited).

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